

WESTONARIA LOCAL MUNICIPALITY



DRAFT INTEGRATED DEVELOPMENT PLAN (IDP)

2014/15

APRIL 2014

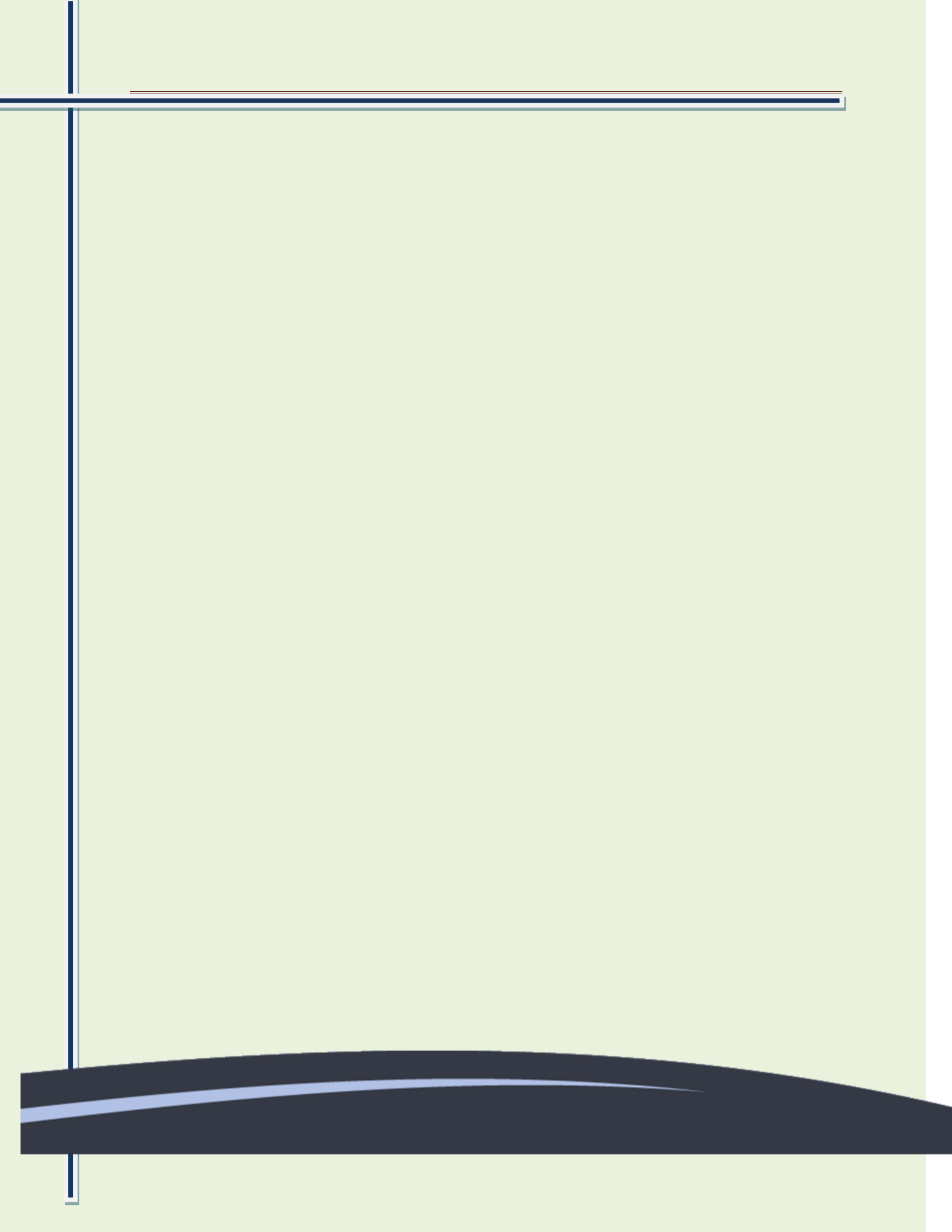




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EXECUTIVE SUMMARY

1. Introduction

In June 2011, the Westonaria Local Municipality approved its 2011/2016 Integrated Development Plan (IDP). Although the annual review of the IDP is legislated by the Municipal Systems Act of 2000, the municipality also strives to continually update its plans as a result of changes in the political environment, revision of its priorities and following previous performance.

The Municipality's five year IDP translates the long term outcomes into implementable programmes for a specific term of office. Business planning is the short term planning tool that deals with annual operational planning. It is the basis for budget allocations that allow for the implementation of five year IDP programmes and projects.

The 2011-2016 IDP highlights the Municipality's strategic plans linked to achieving its long term goals and serves as a bridge between the Municipality's long-term strategic planning and its annual operational plans. It is informed by the national and provincial government priorities, emerging trends and other related issues that provide a framework in which the Municipality can ensure developmental local government.

This document builds on the work that has been started in this term of office and ensures that while the Municipality continues to deliver services, it is also focused on responding to residents' concerns and maintaining a long term development perspective.

The review process

Since 2011 - 2016 these IDPs were linked to the Municipal Turnaround Strategy, developed to address some of the concerns raised by national government on the performance of municipalities. Specific areas of focus included the financial turnaround strategy, the focus on urban regeneration and marginalised areas as well as the attention given to rooting out corruption and fraud in the Municipality.

In July 2012/13, the Municipality embarked on a review process of its IDP as per legislation that requires that municipalities revise their IDPs on an annual basis. This IDP revision was informed by, amongst others, a number of key activities:

- MEC Comments: The MEC gives comments on the alignment of municipality's IDP to government programmes. These comments provide guidance on the preparation of the IDP.
- *Census 2001, Community Survey 2007 and 2011*: The 2011 Census results also presented the Municipality with recent and informative statistics that will inform the review of its plans especially with regards to access to services, population growth and unemployment data.
- Various policies were also put high on the agenda for planning purposes such as the National Development Plan which assist in revising and updating programmes and projects.

The revision of the IDP was also informed by the overall performance of the Municipality including a review of progress against programmes and projects and external assessments such as Auditor General Reports and other critical reviews.

During September 2013 the new IDP format guide was introduced by CoGTA and municipalities were urged to start repackaging some of the sections of their IDP review document according to this guide. In February 2014 during the regional IDP Coordinator's Forum it was suggested that as West Rand Region, municipalities should repackage their local IDPs as per the latest format guide, which is what WLM has done. This guide is not something new but just rearranging the sections.

Finally, the Municipality focus on continuing to deliver services (capital and operational) based on the needs identified by the community and to ensure social cohesion in and within communities.

SECTION A:**VISION****2. VISION**

Better communities through governance excellence.

2.1 MISSION

To provide a developmental municipal governance model towards sustainable quality of life for all communities in Westonaria.

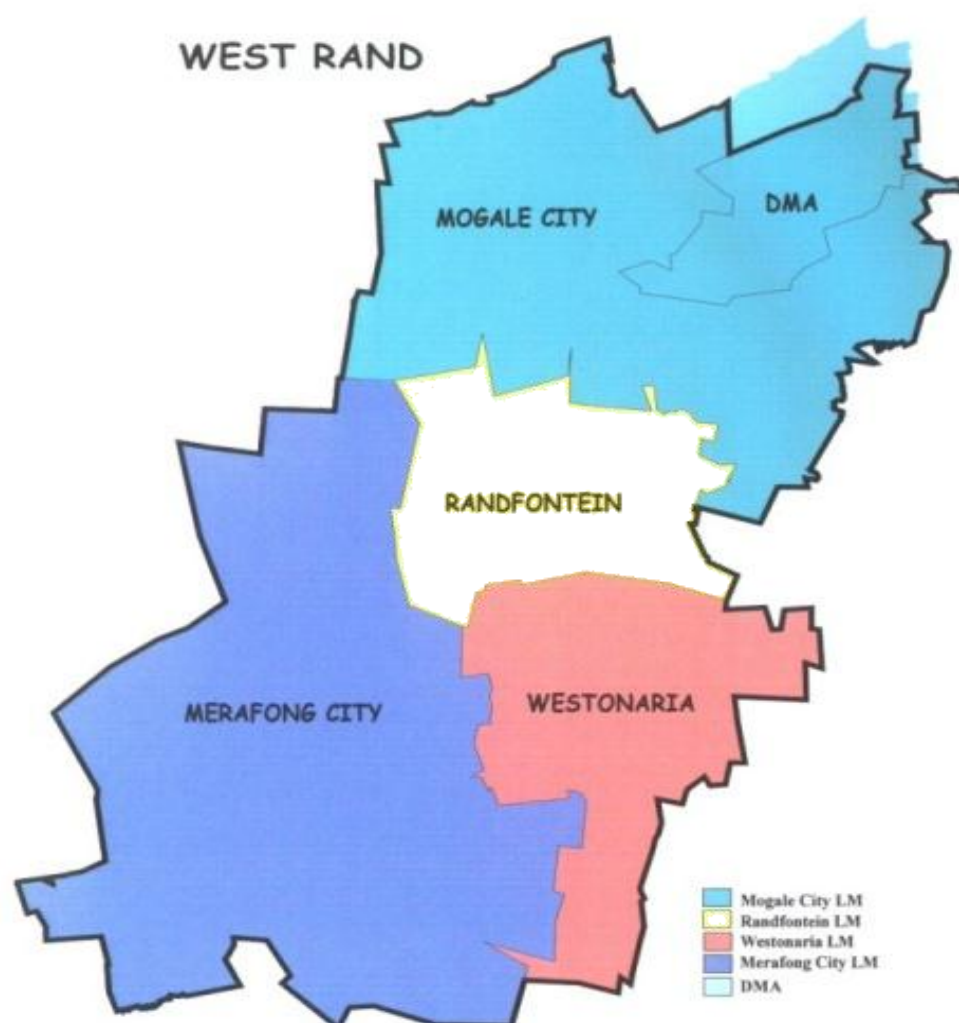
2.1 CORE BUSINESS VALUES:

- Integrity
- Accountable
- Committed
- Democratic
- Proactive
- Service excellence
- Transparency.

SECTION B:**DEMOGRAPHIC PROFILE****3. Local Profile**

Westonaria Local Municipality forms part of West Rand District Municipality which consists of four local municipalities namely: Mogale City, Randfontein, Merafong City and Westonaria Local Municipality. It is situated approximately 60 km from the economic hub of Gauteng namely Johannesburg, Pretoria and Midrand. The N12 and the R28 national and provincial roads respectively as well as the railway line provide easy access to the area. Goods and produce can reach markets and airports fairly easily without sacrificing loss of quality or excessive transport costs.

MUNICIPAL CODE:	SIZE OF THE MUNICIPAL AREA:	WARDS:
GT483	616km ²	16



Westonaria Local Municipality is bordered by Randfontein Local Municipality, Johannesburg Metropolitan Municipality, Merafong City Local Municipality, Sedibeng District Municipality and Emfuleni Local Municipality and incorporate the following main areas:

Table 1.1

URBAN AREAS	RURAL AREAS
Westonaria	Dennydale
Bekkersdal	Petrograaf
Simunye	Ten Acres (South of railway)
Venterspost	Wagterskop (Small Holdings)
Glenharvie	West Rand Agricultural Holdings (Small Holdings)
Hillshaven	West Rand Gardens Estates (Small Holdings)
Wagterskop Extension 2	
Nufcor (Private Township)	
Libanon (Mining Village)	
Waterpan (Mining Village)	

Westonaria Local Municipality is a **Category B** municipality with an Executive Mayor Governance System. The Executive Mayor is supported by six (6) Mayoral Committee Members who are responsible for heading their respective Section 80 Portfolio Committees to which specific departments report to.

The Speaker is the Chairperson of Council and is responsible for overseeing the functioning of Council and its committees. The Office of the Speaker is also responsible for the establishment and functioning of the ward committees.

The Chief Whip is responsible for ensuring compliance of the code of conduct by Councillors. Westonaria consists of 16 Wards in terms of Section 18 (3) of the local government: Municipal Structures Act 1998, (Act 117 of 1998), Council constitutes of 16 Ward Councillors and 15 Proportional Representative Councillors.

3.2 List of Councillors

The following table consist of a list of Westonaria Local Municipal Councillors:

Table 1.2

NO.	NAME	ORGANIZATION	DESIGNATION	PR CLLR	GENDER
1	Cllr. N. Tundzi	ANC	Executive Mayor	PR	Female
2.	Cllr. S. Monoane	ANC	Speaker	PR	Male
3.	Cllr. Mncube	ANC	Chief Whip	PR Ward 15	Male
4.	Cllr. S. Khenene	ANC	MMC Human Settlement	Ward 11	Male
5.	Cllr. G. Khoza	ANC	MMC – Infrastructure Services	Ward 16	Female
6.	Cllr. A. Gela	ANC	MMC – Health & Social Development	PR	Female
7.	Cllr. A. Ntshiba	ANC	MMC – Finance	PR	Male
8.	Cllr. N. Mkhumbuzi	ANC	MMC – Corporate Services	Ward 4	Female
9.	Cllr. M. Ngamtwini	ANC	Ward 1		Male
10	Cllr. M. Jokazi	ANC	Ward 2		Male
11.	Cllr. A. Sityebi	ANC	Ward 3		Female
12.	Cllr. P. Mkhungekwana	ANC	Ward 5		Male
13.	Cllr. P. De Jager	DA	Ward 6		Male
14.	Cllr. N. Dyase	ANC	Ward 7		Female
15.	Cllr. E. Molatlhwa	ANC	Ward 8		Female
16.	Cllr. S. Kolo	ANC	Ward 9		Male
17.	Cllr. T. Mngomezulu	ANC	Ward 10		Male
18.	Cllr. D. Mampe	ANC	Ward 12		Male
19.	Cllr .I. Merabe	ANC	Ward 13		Male
20.	Cllr. K. Ncele	ANC	Ward 14		Male
21.	Cllr. S. Ngweventsha	ANC		PR	Male
22.	Cllr. N. Baza	ANC		PR	Female
23.	Cllr. V. Lwabi	ANC		PR	Female
24.	Cllr T. Nkwatheni	UDM		PR	Male
25.	Cllr. M. Mthimkhulu	IFP		PR	Male
26.	Cllr .D. Ndzipho	COPE		PR	Male
27.	Cllr. M. Van Graan	DA		PR	Female
28.	Cllr J. Letlhake	DA		PR	Male
29.	Cllr C. Turner	DA		PR	Male
30.	Cllr C. Seitheiso	AZAPO		PR	Female
31.	Cllr D. Molebatsi	ANC		PR	Male

3.2 DEMOGRAPHICS ANALYSIS

3.2.1 Population growth rate

Table 3.2.1.1

CENSUS	TOTAL POPULATION	NUMBER OF HOUSEHOLDS	AVERAGE HOUSEHOLDS SIZE	GROWTH RATE (1996 – 2001)	GROWTH RATE (1996 – 2001)
1996	115 592	23173	3,2	-1.0	0.2
2001	109 799	30098	3,0		
2011	111 767	40101	2,6		

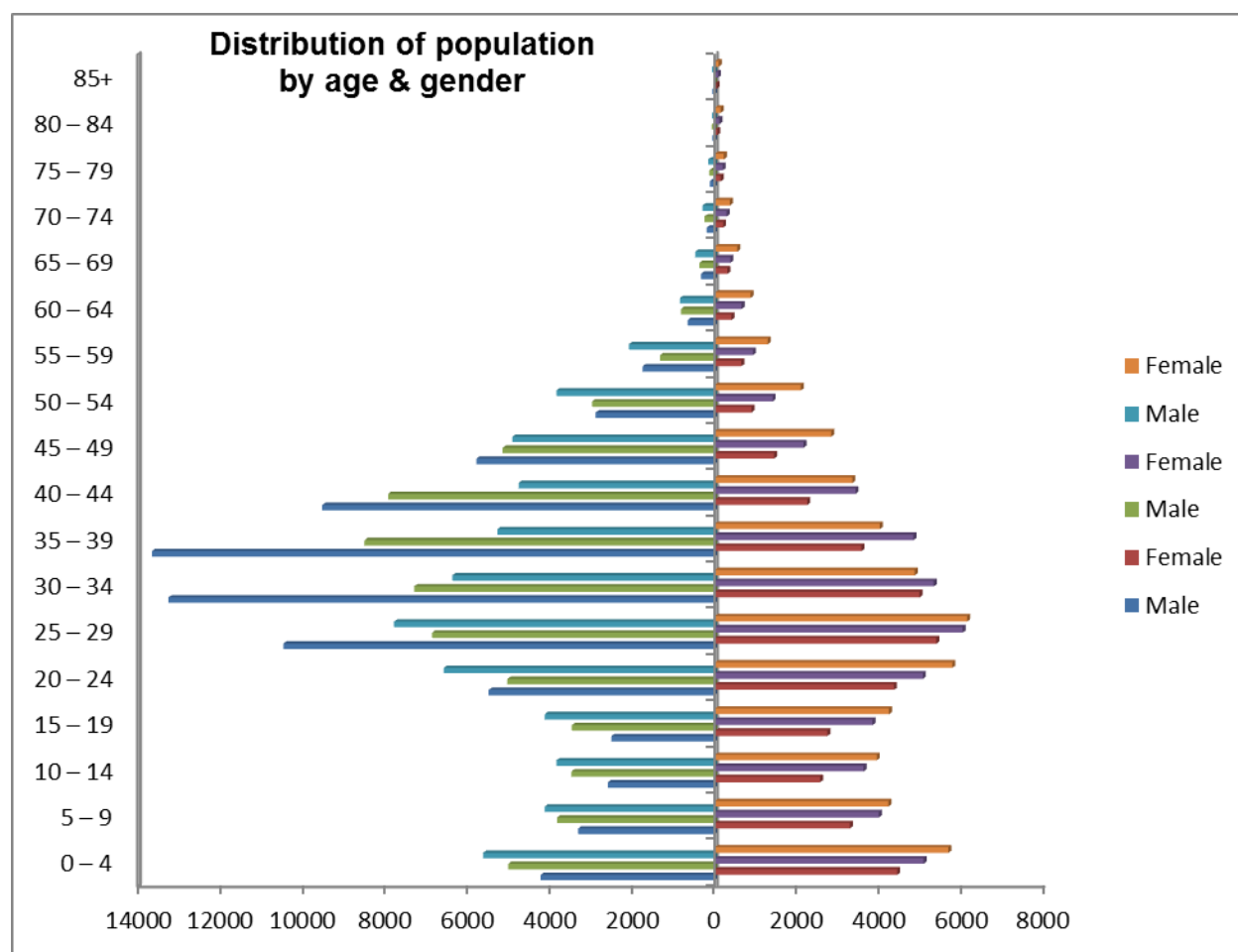
Table 3.2.1.1 shows slightly negative population growth rate between 1996 and 2001 and a fairly low growth rate between 2001 and 2011.

3.2.2 Distribution of population by age and gender

Table 3.2.2.1

	1996		2001		2011	
Age	Male	Female	Male	Female	Male	Female
0 – 4	4219	4427	5006	5069	5619	5669
5 – 9	3309	3280	3821	3982	4125	4215
10 – 14	2591	2558	3477	3615	3840	3933
15 – 19	2507	2733	3463	3829	4122	4232
20 – 24	5482	4349	5027	5051	6569	5768
25 – 29	10464	5381	6854	6018	7778	6123
30 – 34	13253	4968	7288	5319	6365	4856
35 – 39	13654	3561	8495	4823	5270	4007
40 – 44	9523	2247	7922	3418	4752	3341
45 – 49	5779	1441	5142	2158	4906	2826
50 – 54	2886	894	2975	1407	3838	2090
55 – 59	1749	649	1321	929	2080	1290
60 – 64	653	412	820	654	843	873
65 – 69	329	309	368	382	473	550
70 – 74	194	206	249	294	296	369
75 – 79	118	149	128	198	155	227
80 – 84	54	66	68	117	63	145
85+	51	49	29	82	58	103
Total	76886	37678	62455	47344	61152	50615

Source: Census 1996, 2001 & 2011



Source: 2001 & 2011

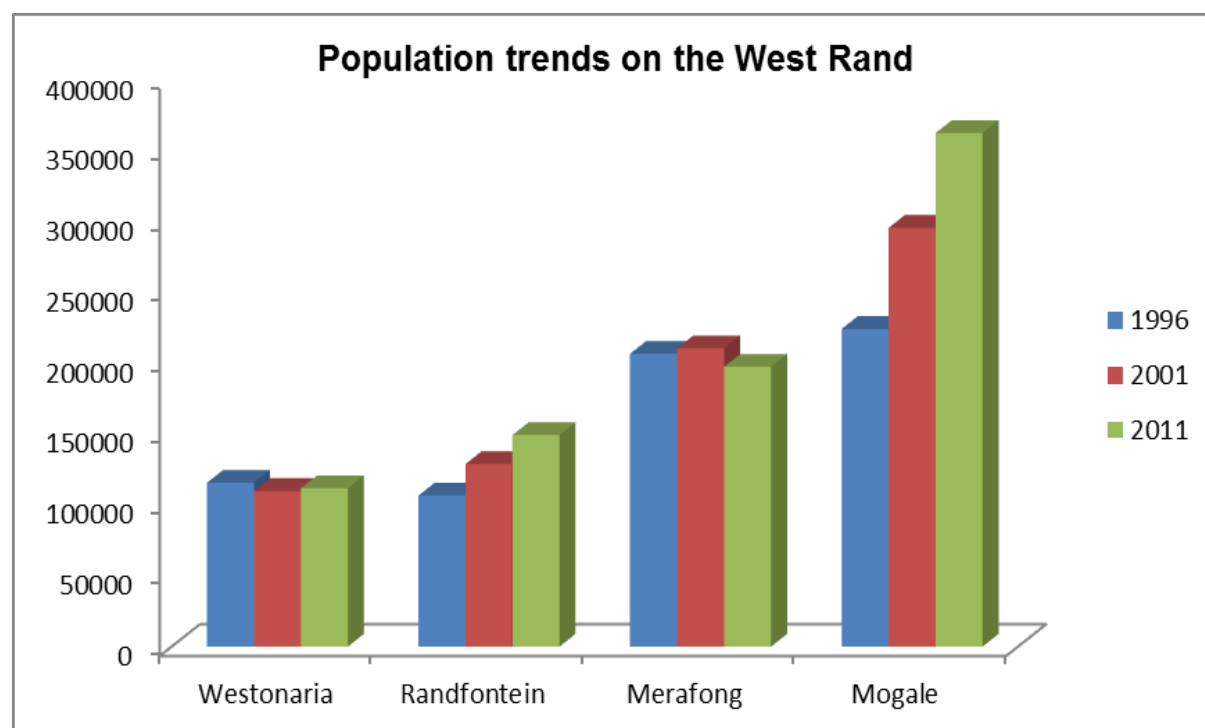
Table 3.2.2.1 shows the composition of population by age and sex between 1996, 2009 and 2011. The male population decreased from 76886 to 62 455 between 1996 and 2001 decrease to 61 152 in 2011. The age group with the highest growth amongst males was between 35 – 39 years.

3.3 Population Trends on the West Rand

Table 3.3.1

	Westonaria	Randfontein	Merafong	Mogale	Total
Census 1996	115 592	106583	206602	224141	537326
Census 2001	109 799	128842	210481	295505	634828
Census 2011	111 767	149286	197520	362422	709228

Source: Census 1996, 2001 & 2011



Source: Census 2001, 2007 & 2011

Table 3.3.1 shows that the municipality has experienced growth for the period 2008 – 2011 compared with that of 2001 – 2007, even though the population growth within the West Rand has substantially slowed down as per provincial statistics estimation on population growth.

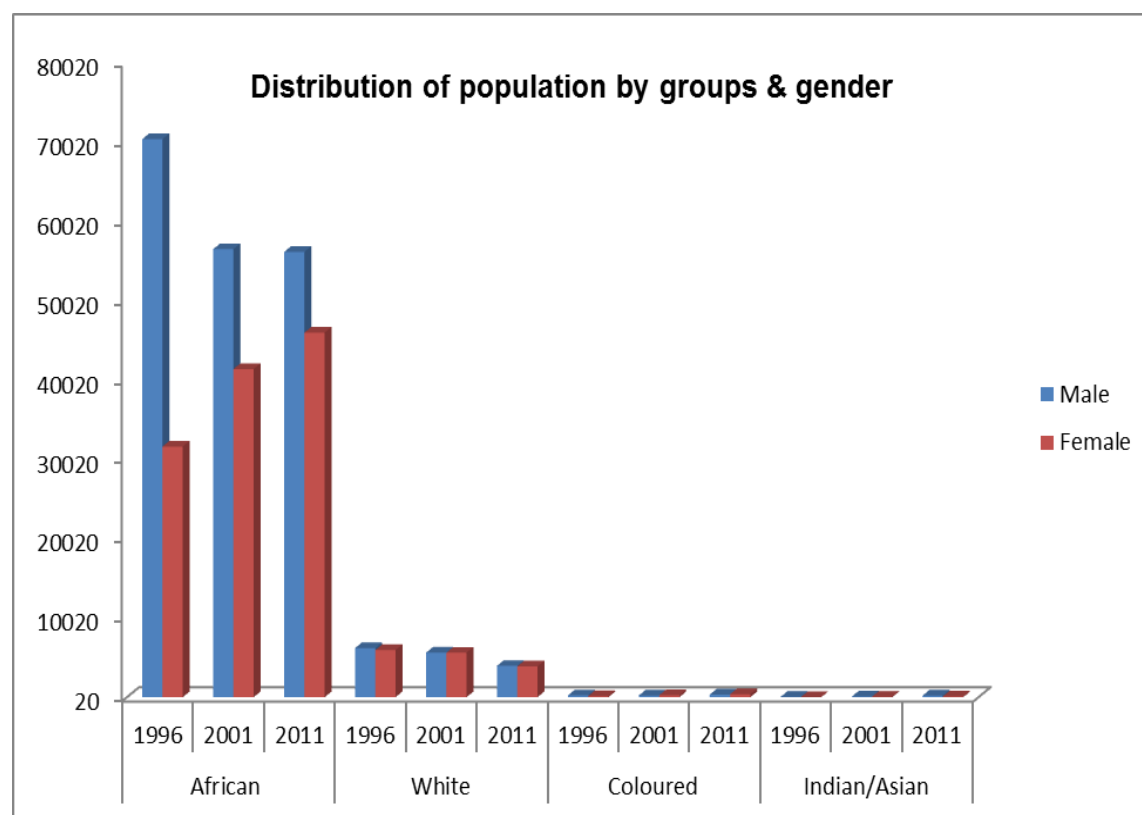
Growth rate between 2001 – 2011 is 0, 18%.

3.4 Distribution of population by groups and gender

Table 3.4.1

	1996		2001		2011		
	Male	Female	Male	Female	Male	Female	Total
African	70378	31619	56499	41391	56163	45983	284823
Coloured	249	161	242	257	357	393	1619
White	6208	5956	5624	5617	3964	3898	32637
Indian/Asian	76	40	90	79	222	121	571

Source: Census 1996, 2001 & 2011



Source: Census 2001, 2007 & 2011

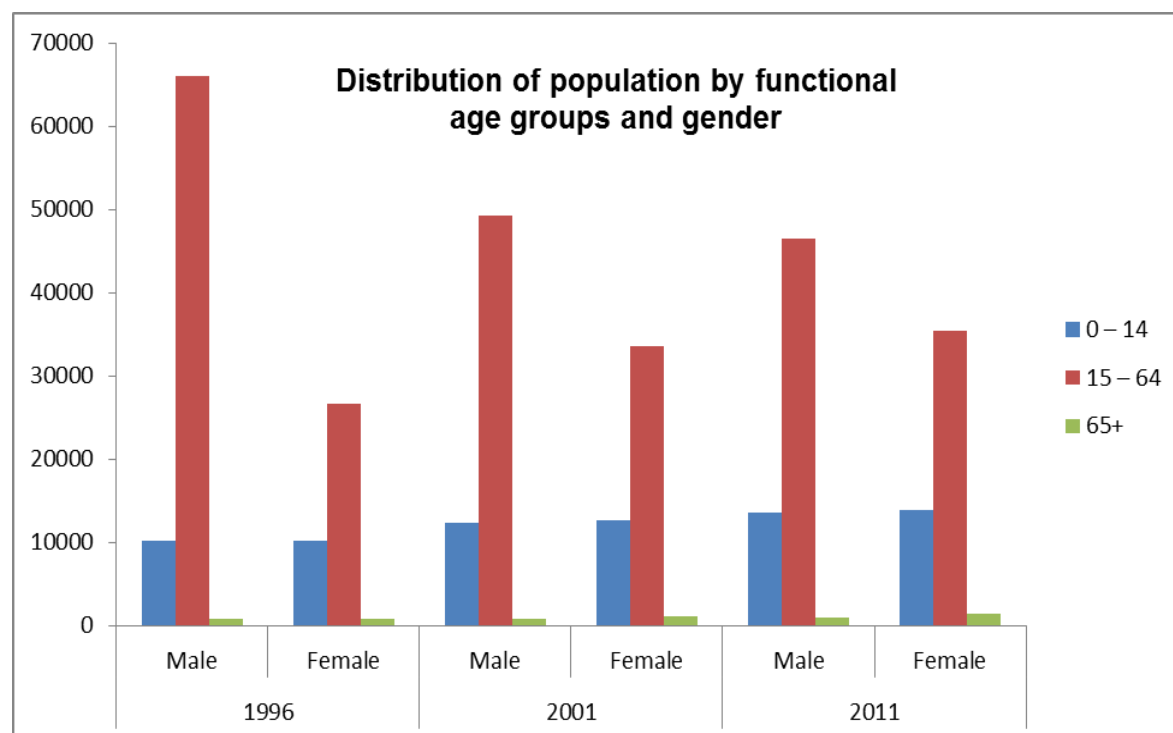
Table 3.4.1 shows that there are more males than females across all the races with the exception of the coloureds within Westonaria.

3.5 Distribution of population by functional age groups and gender

Table 3.5.1

	1996		2001		2011		
	Male	Female	Male	Female	Male	Female	Total
0 – 14	10190	10265	12304	12666	13584	13817	72826
15 – 64	65949	26633	49309	33606	46523	35404	257424
65+	747	780	842	1072	1046	1394	5881

Source: Census 2001, 2007 & 2011



Source: Census 2001, 2007 & 2011

3.6 Dependency ratios

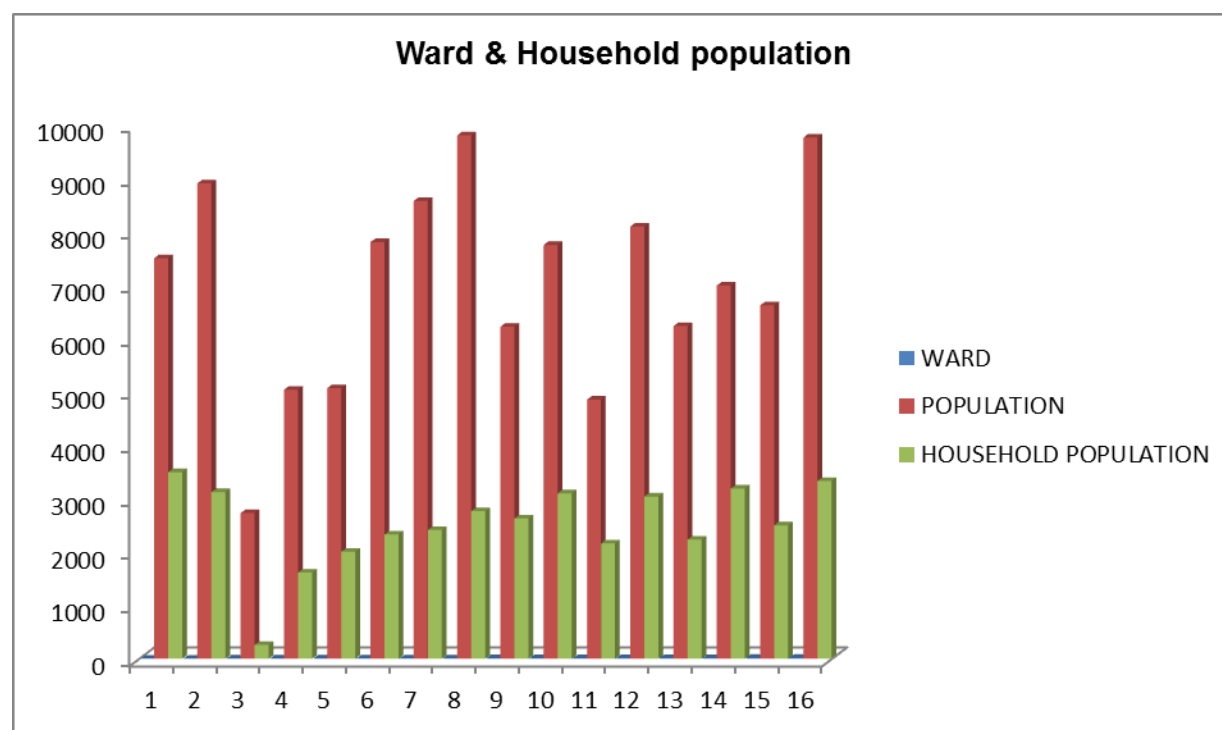
Population aged 14 years & younger			Population aged 65 years & older			Population aged between 15 years & 64 years			Dependency ratios		
1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
20455	24970	27400	1527	1914	2440	92583	82915	81927	23.7	32.4	36.4

Source: Census 2001, 2007 & 2011

3.7 Ward & Households Population:

WARD	POPULATION	HOUSEHOLD POPULATION
1	7489	3489
2	8890	3117
3	2724	257
4	5029	1610
5	5060	2001
6	7792	2324
7	8562	2408
8	9787	2759
9	6209	2624
10	7739	3093
11	4846	2155
12	8082	3033
13	6222	2228
14	6980	3183
15	6608	2494
16	9746	3325
TOTAL	40103	111765

Source: Census 2011



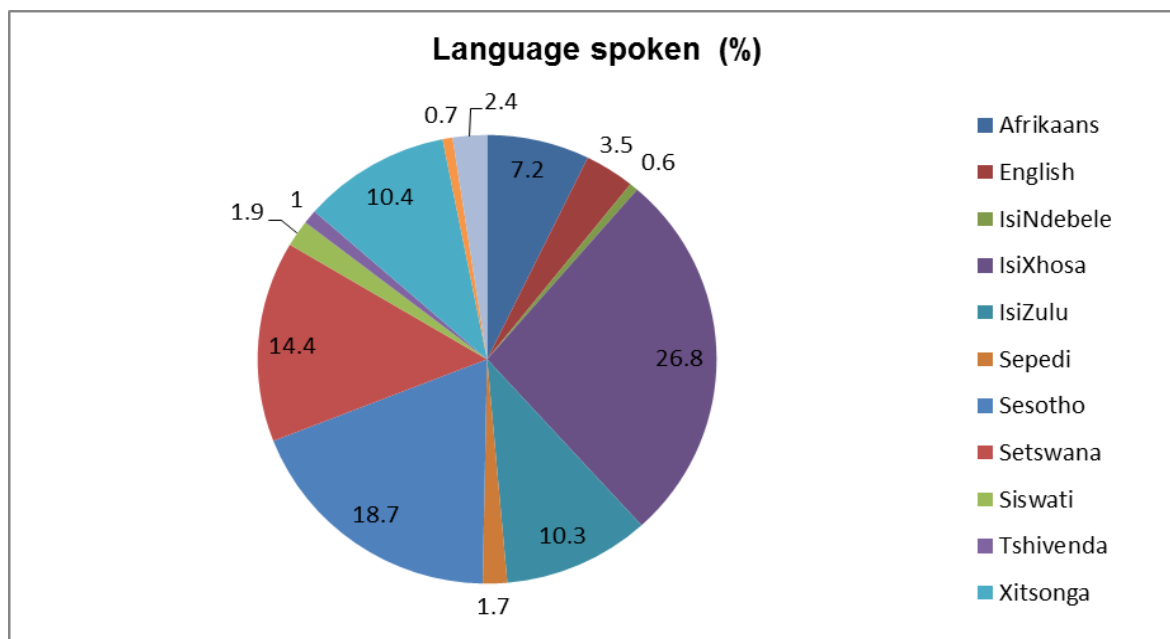
Source: Census 2011

The above table shows that ward 8 (Simunye), 16 (Zuurbekom and Waterworks) and 3(Kloof) being the most populated wards. The most populated households are in the following wards: 1; 16; 14 & 2.

3.8 Language Percentage

Language	Percentage
Afrikaans	7,2%
English	3,5%
IsiNdebele	0,6%
IsiXhosa	26,8%
IsiZulu	10,3%
Sepedi	1,7%
Sesotho	18,7%
Setswana	14,4%
Siswati	1,9%
Tshivenda	1%
Xitsonga	10,4%
Sign language	0,7%
Other	2,4%

Source: Census 2011



Source: Census 2011

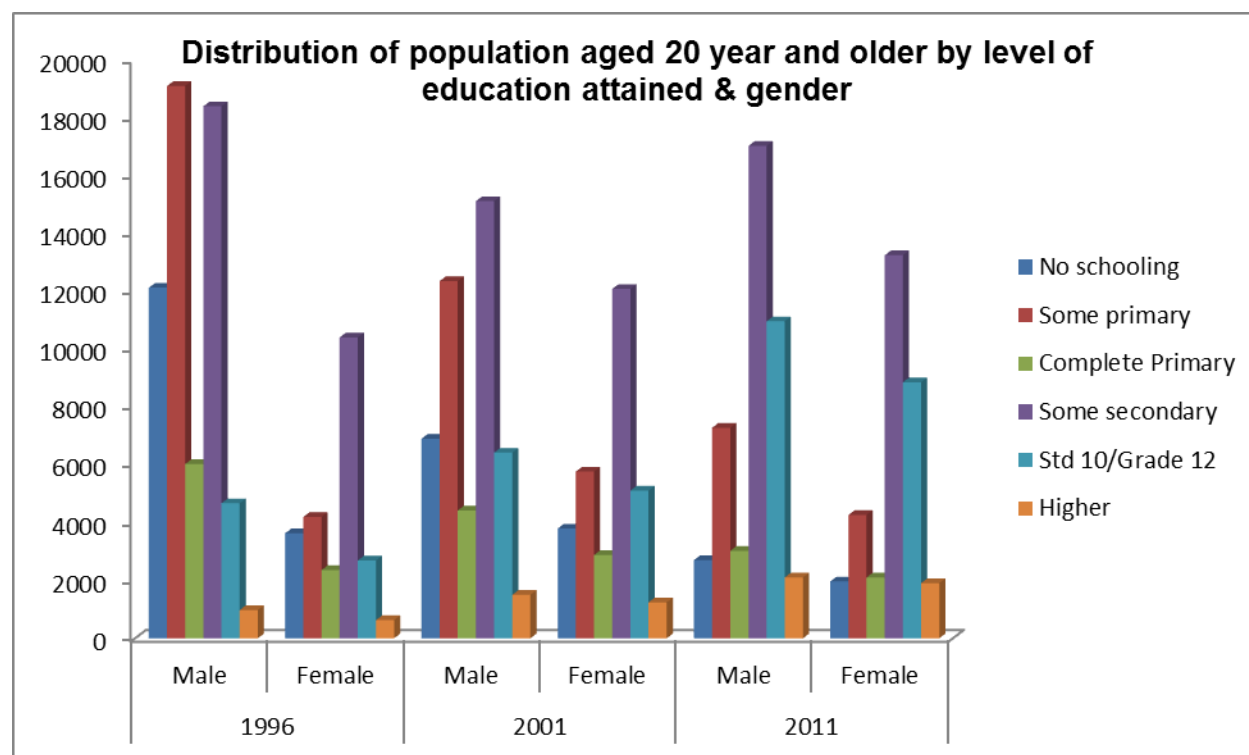
As per the above table, the most spoken language in WLM is IsiXhosa with 26, 8% of person using it as a home language followed by Sesotho (18, 7%) and Setswana (14, 4%).

3.9 Distribution of population aged 20 year and older by level of education attained & gender

Table 3.9.1

	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
No schooling	12121	3629	15749	6895	3792	10686	2702	1963	5665
Some primary	19097	4196	23275	12347	5763	18111	7277	4263	11540
Complete Primary	6023	2357	8380	4416	2873	7289	3024	2101	5125
Some secondary	18393	10403	28797	15113	12078	27191	17028	13243	30271
Std 10/Grade 12	4665	2688	7353	6417	5103	11520	10958	8850	19808
Higher	973	627	1600	1500	1240	2741	2103	1905	4008
Total	61254	23901	85155	46688	30849	77538	43094	32324	75418

Source: Census 1996, 2001& Census 2011

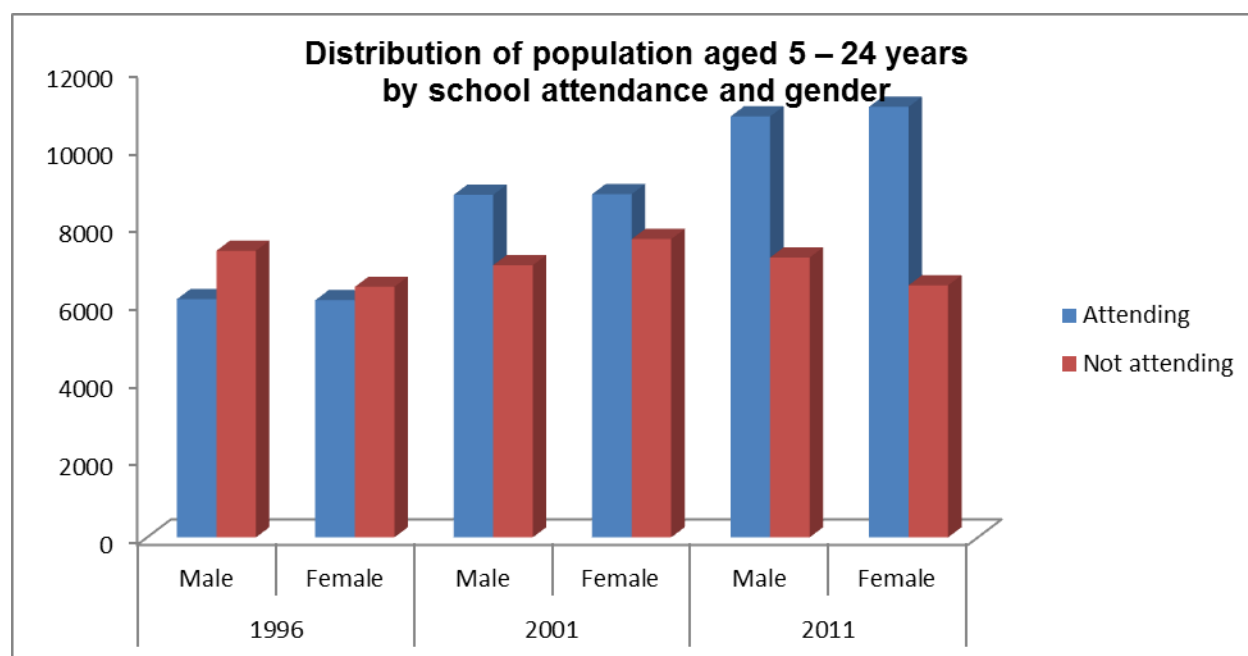


Source: Census 1996, 2001& Census 2011

3.10 Distribution of population aged 5 – 24 years by school attendance and gender

	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Attending	6117	6090	12214	8798	8816	17614	10812	11060	21872
Not attending	7361	6435	13796	6990	7661	14652	7189	6475	13664
Total	13478	12533	26010	15788	16477	32266	18001	17535	35536

Source: Census 1996, 2001& Census 2011



Source: Census 1996, 2001& Census 2011

Within the WLM, only 20.6% of the population has completed Grade 12 and this percentage is the lowest of all the Local Municipalities within the WRDM. However, the majority of the people have only obtained some secondary level of education which is likely to impact negatively on their ability to find employment.

Functional literacy affects the quality of labour being offered. Inadequate training and skills levels are barriers preventing a greater proportion of the available labour force to find employment, thus contributing to the unemployment.

In order to address some of the challenges posed by the above mentioned situation, the municipality is implementing a number of initiatives aimed at improving the situation, namely:

- Portable Skills Programme

The Municipality, in collaboration with Goldfields, coordinated capacity building initiatives through the Portable Skills Programmes. To this day a total number of 456 community members have benefited from these programmes in different courses since June 2012. The various skills imparted include Electrical Domestic Installer, Basic Carpentry, Basic Building Techniques, Mechanical Maintenance, Welding Cutting Techniques, Broiler Production, Garment Marking, and Home Textiles.

- Mayoral Bursary Scheme
- Library Outreach Programmes.

The following are some of the Library Outreach Programmes supporting education:

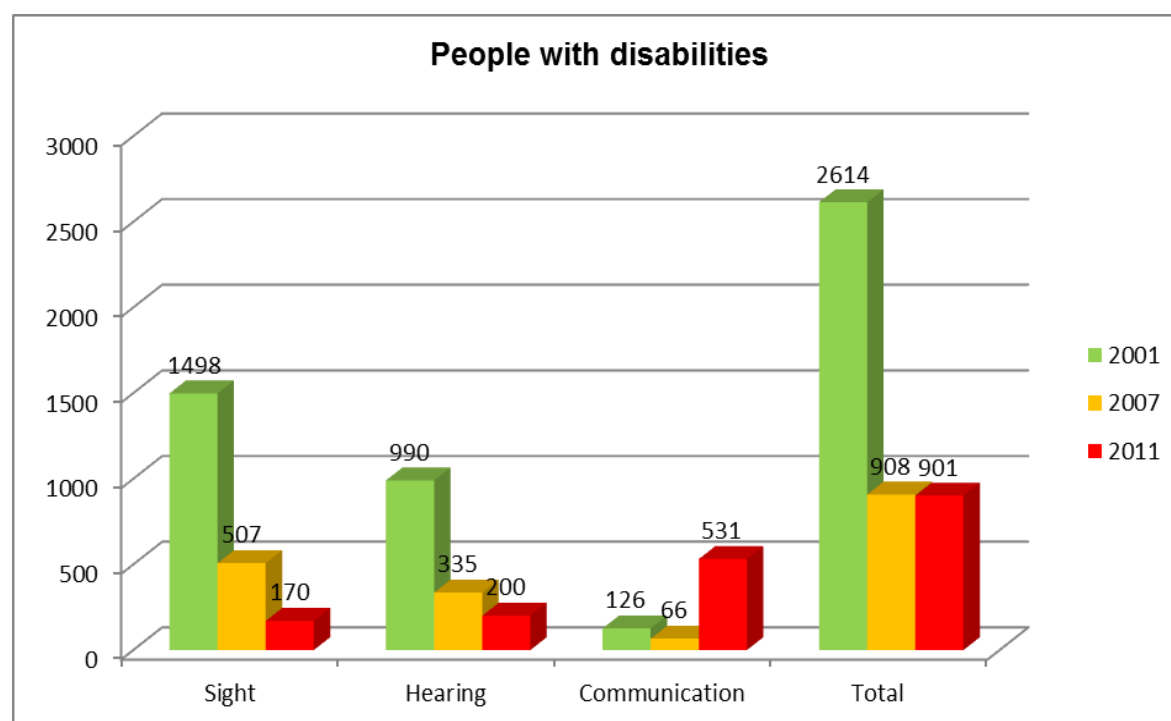
- Readathon for Grade three learners,
- Reading and writing skills development programmes for grade four learners,
- National government week for Grade six learners,
- Reading and writing competitions for Grade seven learners.

3.11 Disabilities within Westonaria

Table 3.11.1

Year	Sight	Hearing	Communication	Total
2001	1498	990	126	2614
2007	507	335	66	908
2011	170	200	531	901

Source: Census 2001, 2007 & 2011



Source: Census 2001, 2007 & 2011

The municipality has a close working relationship with the local association advocating for issues relating to people living with disabilities. The municipality has donated an office and office equipment for utilisation by the Association.

The municipality is in the process of establishing a Unit for People Living with Disabilities in the Office of the Executive Mayor and this process will be finalised during the 2013/2014 financial year.

The municipality facilitated the provision of an office with a ramp and computer equipments in Bekkersdal for people living with disabilities. Newly constructed Sports, Recreation, Arts, Culture, Library information services (sraclis) facilities are accessible to wheelchair users. These are: Lapa at Westonaria Sport Complex, Library in Simunye and Thusanang Modular Library. Sport and Library programmes accommodate people living with disabilities.

3.12 INFRASTRUCTURE

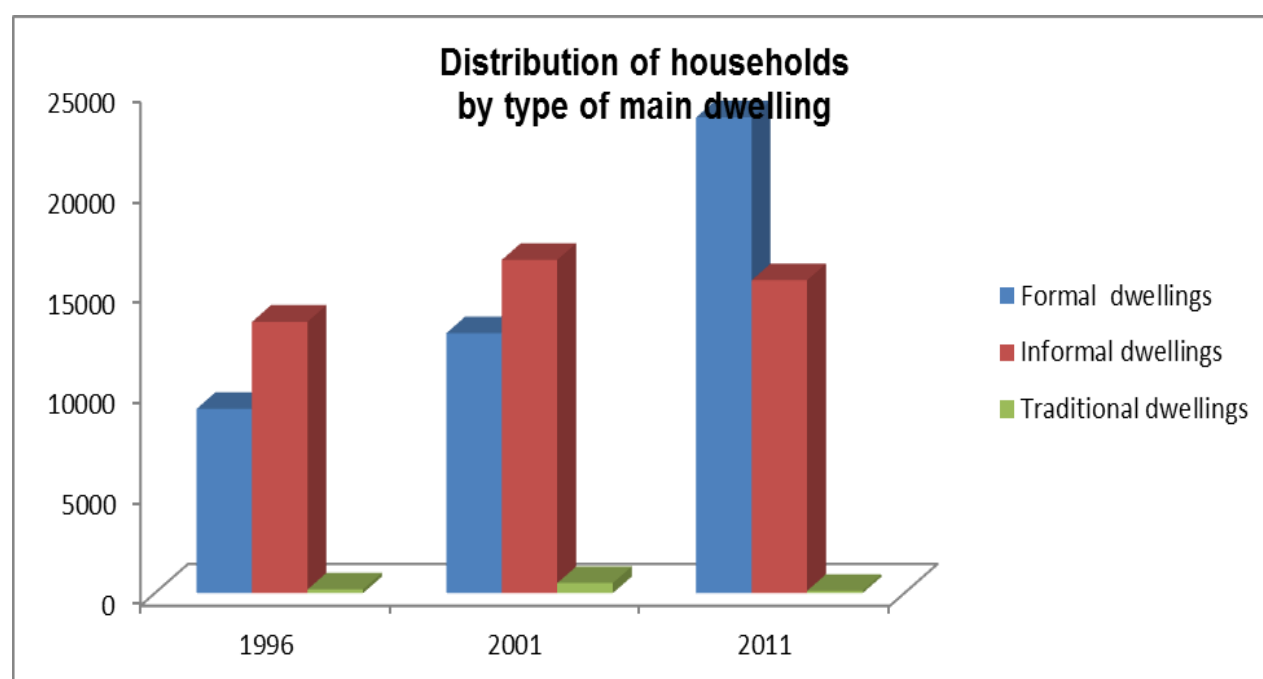
3.12.1 Distribution of households by type of main dwelling

The following table indicate the number of formal and informal dwellings:

Table 3.12.1

Formal dwellings			Informal dwellings			Traditional dwellings		
1996	2001	2011	1996	2001	2011	1996	2001	2011
9158	12918	23643	13482	16561	15550	182	501	116

Source: Census 1996, 2001 & 2011



Source: Census 2001 & 2011

The above shows that a number of formal dwellings have increased according to census 2011 statistics, although there is a slight difference in informal dwellings figures.

The municipality in collaboration with the Provincial Department of Local Government and Housing have taken a number of initiatives to provide decent housing. The following housing projects, namely:

- Westonaria Borwa Housing Development – Provision of 2 300. The project will benefit households from ward 1; 11; 12; 13; 14; 15 and 16.
- Mohlakeng Ext 11 Housing Project – Provision of 319 housing units for beneficiaries from the ward 9 and 10.
- Thusanang Housing Development – The projects currently at a planning phase. 6 300 units planned for Thusanang.

3.13 Distribution of households by tenure status

Table 3.13.1

Owned & fully paid off		Owned but not fully paid off		Rented		Occupied rent-free	
2001	2011	2001	2011	2001	2011	2001	2011
4562	7680	2817	2734	16705	20059	6014	8627

3.14 Distribution of households with a radio, TV, refrigerator, computer, Cellphone, landline & access to internet

Table 3.14.1

Radio		Television		Refrigerator		Cellphone		Landline		Computer		Access to internet
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
18987	23013	12789	23899	9970	19062	9016	36332	4017	2192	1321	4496	10005

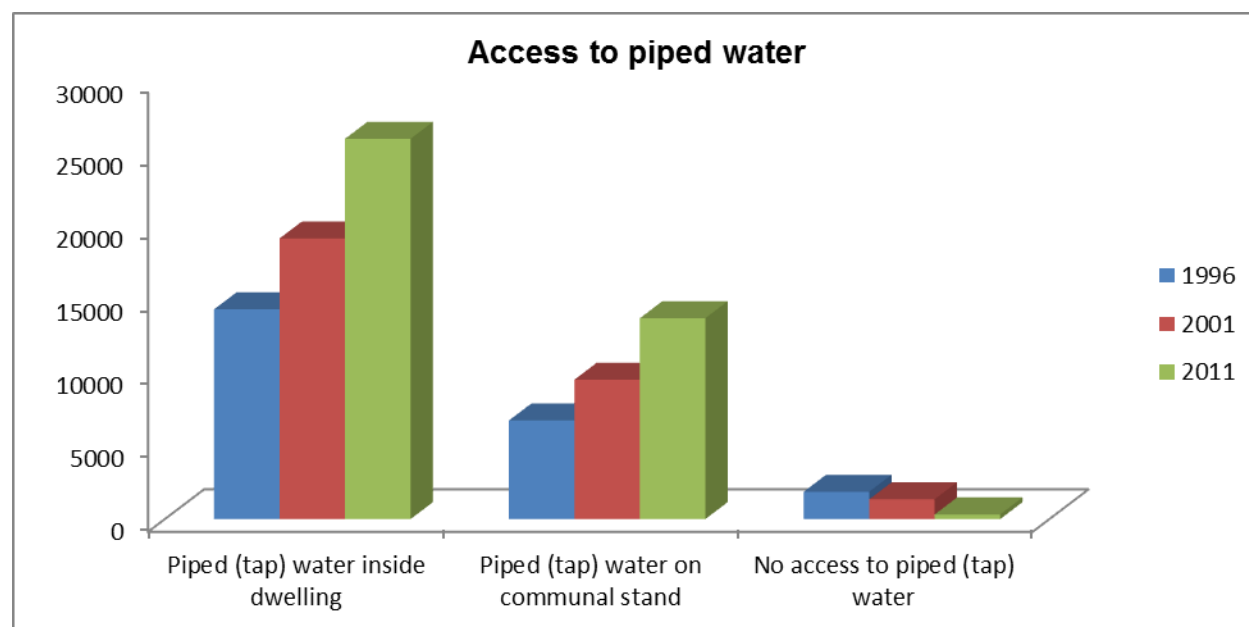
3.15 ACCESS TO BASIC SERVICES

3.15.1 Access to Piped Water

Table 3.15.1.1

Piped (tap) water inside dwelling yard			Piped (tap) water on communal stand			No access to piped (tap) water		
1996	2001	2011	1996	2001	2011	1996	2001	2011
14359	19209	26035	6749	9538	13751	1867	1351	315

Source: Census 1996, 2001 & 2011



Source: Census 2011

Table 3.15.1.1 and above graph shows that the number of households with piped water inside the dwelling has been increasing rapidly and number of those without access to piped water ins decreasing drastically.

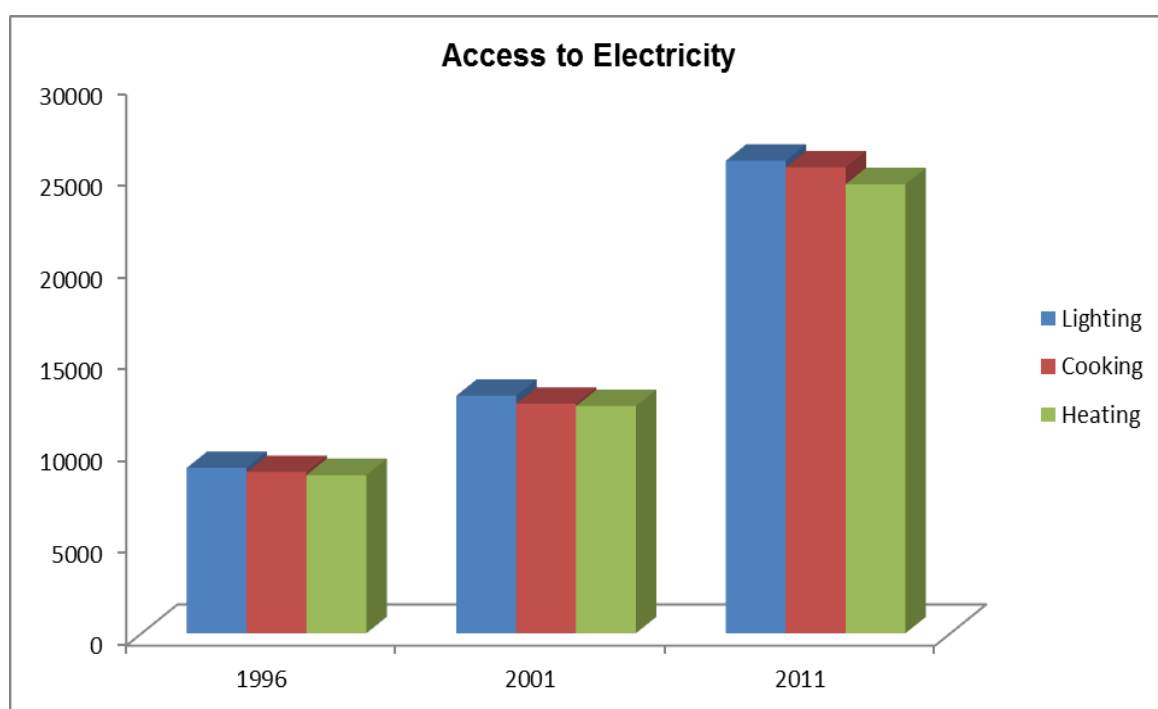
Two communities reside on private land where the access to piped (tap) water is greater than 1000m. Municipal tankers provide a minimum of 6 Kl/month/household of potable water to communities residing on private land where access to piped (tap) is greater than 1000m. Water is delivered on a weekly basis.

3.16 Access to Electricity

Table 3.16.1

Lighting			Cooking			Heating		
1996	2001	2011	1996	2001	2011	1996	2001	2011
9016	12955	25770	8788	12514	25406	8626	12387	24486

Source: Census 1996, 2001 & 2011



Source: Census 2011

Table 3.16.1 shows that the proportion of households using electricity as the main source of energy for lighting is high across the municipal area and those using electricity for cooking marginally higher compared to usage for heating.

3.17 Access to energy sources (%)

Table 3.17.1

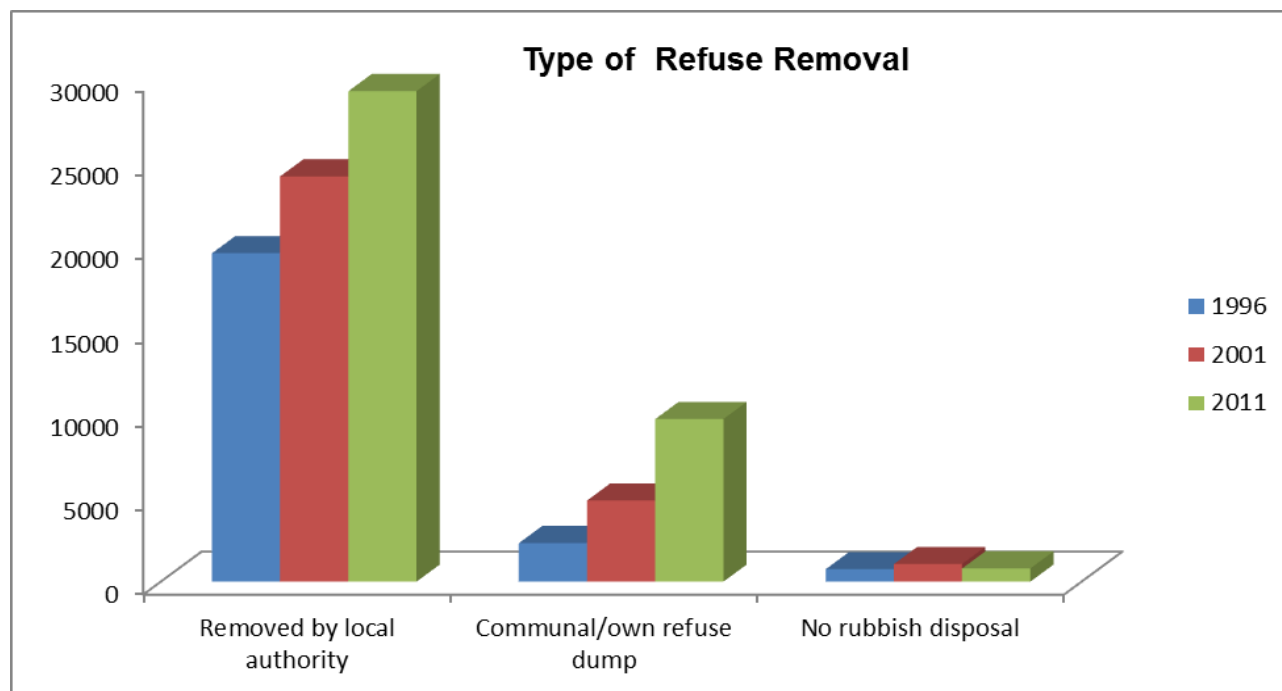
Energy Source	Cooking	Heating	Lighting
Electricity	63,4	61,1	64,3
Gas	2,4	1,3	0,3
Paraffin	32,8	18,4	13,6
Solar	0,1	0,1	0,2
Candles	0	0	21,2
Wood	0,9	10	0
Coal	0,1	1,5	0
Animal dung	0	0,1	0
Other	0,1	0	0
None	0,3	7,5	0,4

3.18 Type of Refuse Removal

Table 3.18.1

Removed by local authority			Communal/own refuse dump			No rubbish disposal		
1996	2001	2011	1996	2001	2011	1996	2001	2011
19611	24203	29292	2302	4844	9709	746	1051	789

Source: Census 1996, 2001 & 2011



Source: Census 2001 & 2011

According to Table 4.3.1, proportion of households refuse removal by the municipality has decreased during the 2011 census as compared to 2001.

For the next financial year (2013/14), Westonaria Local Municipality will be introducing a community based contract model under the auspices of TEDCOR, for a period of 3 (three) years.

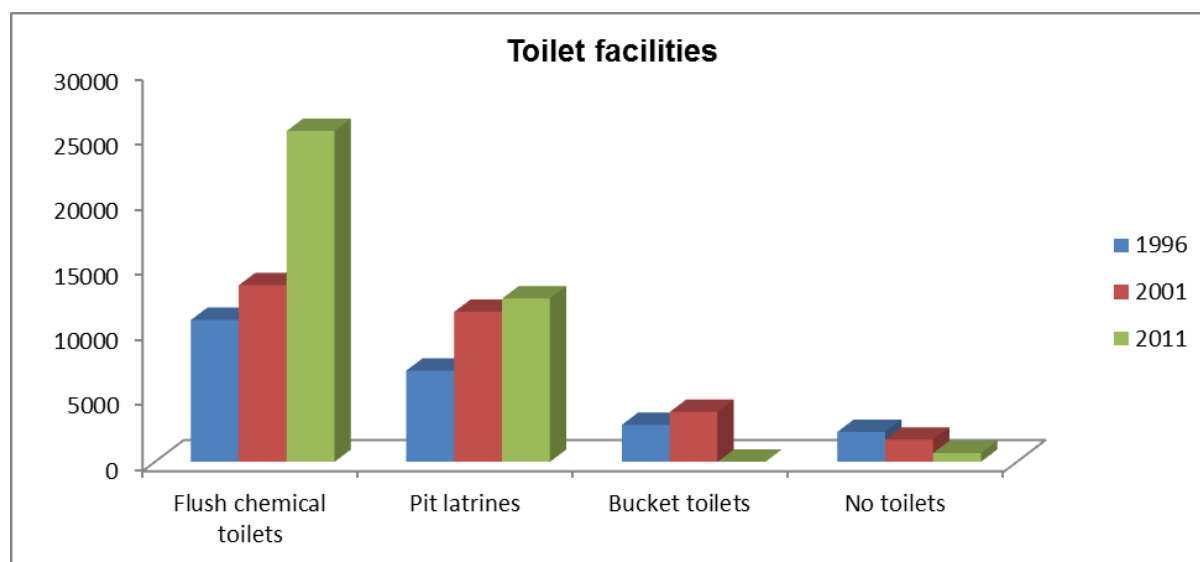
A budget for procurement of communal skips has been submitted, which will contribute to the municipality's ability to extend its refuse removal services to the above 790 households' not receiving refuse disposal service in line with the 2014 Turnaround Strategy.

3.19 Toilet Facilities

Table 3.19.1

Flush chemical toilet			Pit latrines			Bucket toilets			No toilets		
1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
10903	13578	25435	7017	11536	12549	2843	3279	0	2293	1706	673

Source: Census 1996, 2001 & 2011



Source: Census 1996, 2001 & 2011

Table 3.19.1 Reflects that a proportion of pit toilet without ventilation is increasing due to the sprawl of informal settlements and the municipality has managed to eradicate the bucket totally. One of the key government priorities is to deliver safe and adequate sanitation services to all communities. Although the target for eradicating the sanitation backlog in terms of the Millennium Development Goals is 2014, the South African government had set a target to eradicating such a backlog by 2010.

3.20 Access to basic services in percentages:

Table 3.20.1

Access to water (Inside dwelling)	Access to electricity (lighting)	Access to refuse removal (weekly)	Toilet facilities (flush & connected to sewerage)
42,2%	64,3%	69,4%	58,6%

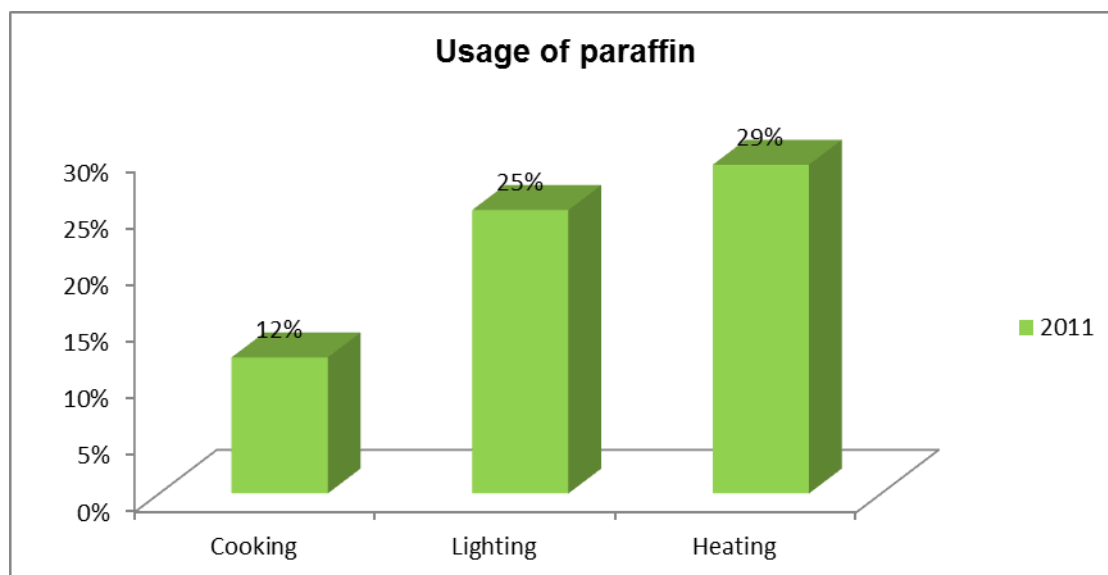
Source: Census 2011

3.21 Usage of Paraffin

Table 3.21.1

Year	Cooking	Lighting	Heating
2011	13141	6436	5440
	12%	25%	29%

Source: Census 2011



Source: Census 2011

Table 5.1 shows that the usage of paraffin has slightly decreased during the period of 2008 – 2011 compared to the period of 2001 – 2011.

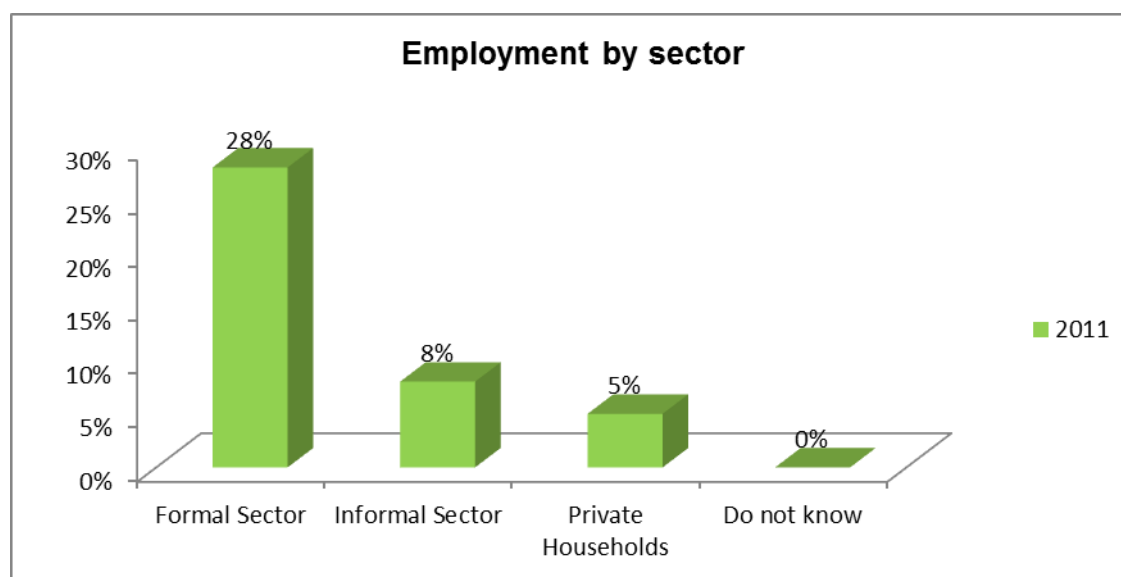
3.22 ECONOMY AND LABOUR

3.22.1 Employment by sector

Table 6.1.1

Formal Sector	Informal Sector	Private Households	Do not know
28%	8%	5%	0%

Source: Census 2011



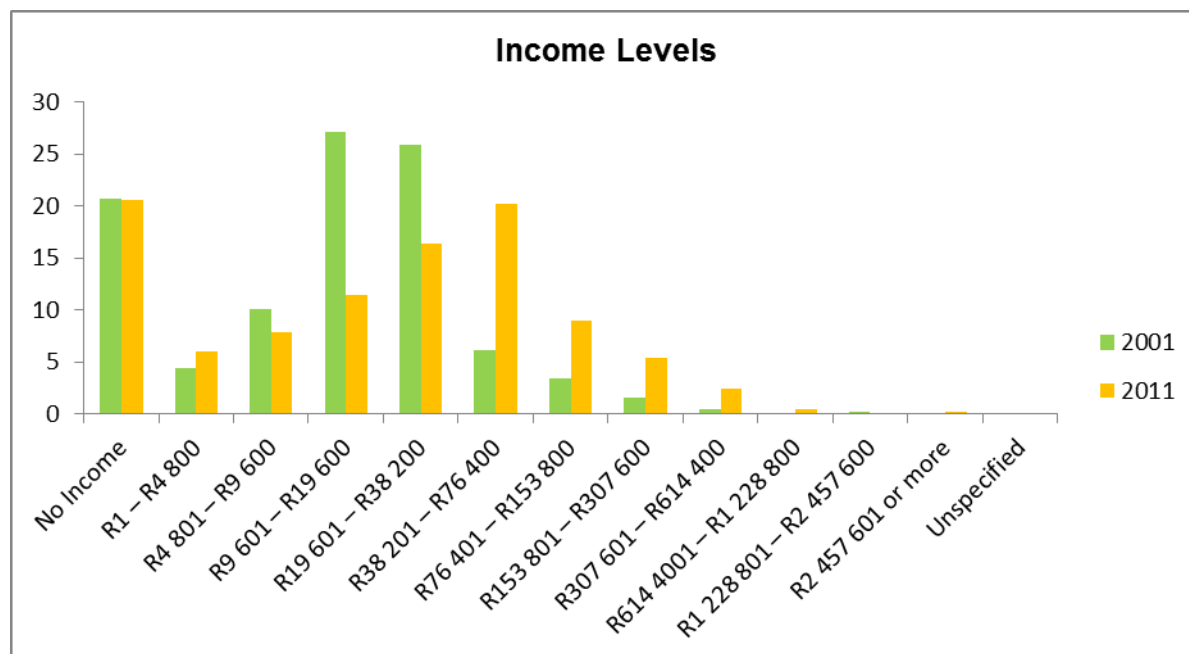
Census 2011

3.23 Income Levels

Table 3.23.1

Income Levels	2001	2011
No Income	20.7%	20.6%
R1 – R4 800	4.4%	6%
R4 801 – R9 600	10.1%	7.8%
R9 601 – R19 600	27.1%	11.4%
R19 601 – R38 200	25.9%	16.4%
R38 201 – R76 400	6.1%	20.2%
R76 401 – R153 800	3.4%	9%
R153 801 – R307 600	1.5%	5.4%
R307 601 – R614 400	0.4%	2.4%
R614 4001 – R1 228 800	0.1%	0.5%
R1 228 801 – R2 457 600	0.2%	0.1%
R2 457 601 or more	0.1%	0.2%
Unspecified	0%	0%

Source: Census 2001 & 2011



Source: Census 2001 & 2011

Based on figures reflecting on the above table, in all of the study areas, the largest percentage of households either does not earn an income, or earn between R 19 600 and R 76 400 per year. This is indicative of a significantly uneven distribution of income.

When comparing the figures of the 2001 and 2011 Census data, it should be noted that the percentage of households who falls into the "no income category" have remained basically unchanged. An increased number of households have indicated a higher income within the Westonaria Local Municipal area.

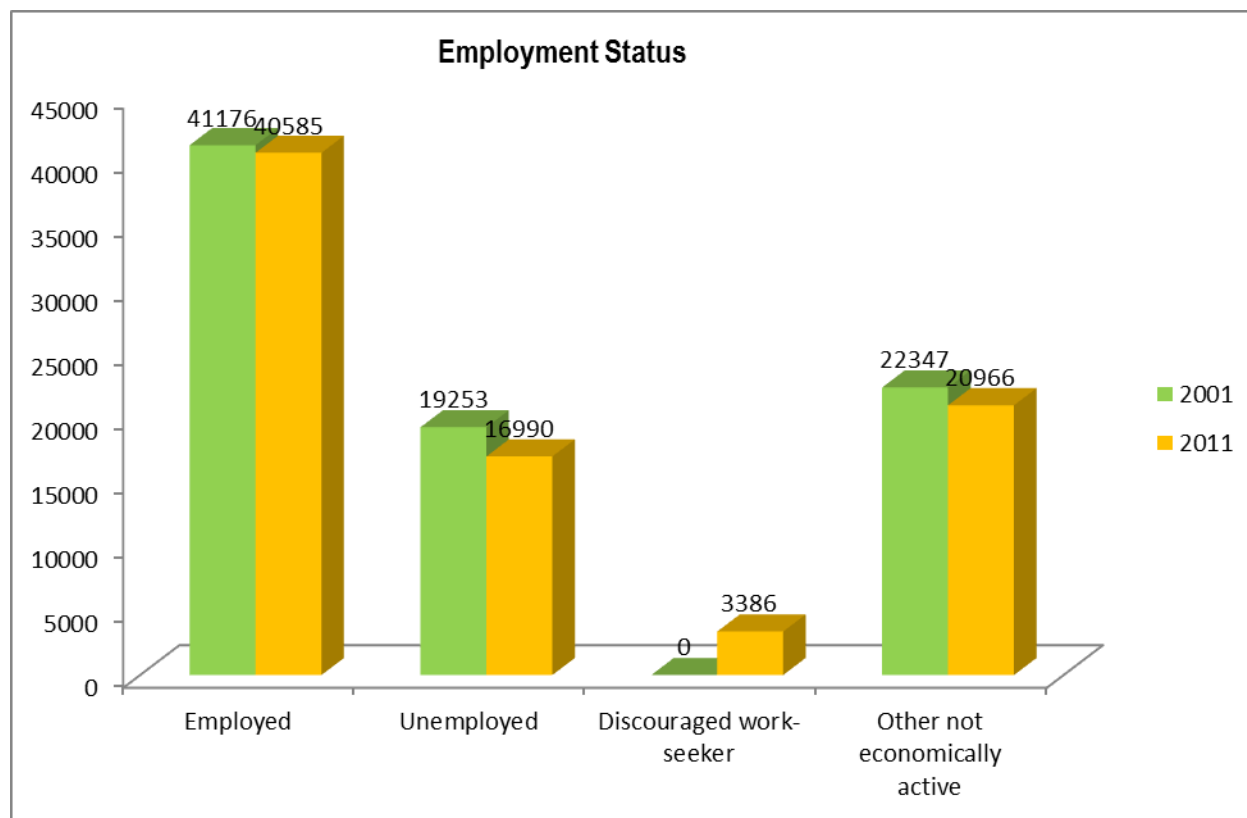
In addition to the categorization of household income and the spread of households within these categories provided above, it is also important to take the weighted annual average income of households into consideration.

3.24 Employment Status

Table 3.24.1

Employed			Unemployed			Unemployment rate		
1996	2001	2011	1996	2001	2011	1996	2001	2011
63235	41297	40585	14460	19276	16990	18,6	31,8	29,5

Source: Census 1996, 2001 & 2011



Source: Census 2001 & 2011

3.25 Location and accessibility

Westonaria is in close range of the centre of the Gauteng economic hub as it is only 60 km from it, with easy access to both the highway and railway infrastructure.

Due to its strategic location Westonaria strives to attract more development on the tertiary sector economy. The creation of industries, research centres, tourism, hospitality and accommodation, communication, production of high value goods, a variety of goods, retail and wholesale storage are a general imperative. An incentive scheme to new developers can lure investors to this area and will be developed so that developers and/or businesses can also be rewarded for their loyalty towards Westonaria thus convincing them to stay and invest in the town and area.

The development of a secondary economy which in general requires heavy industries (although labour-intensive) might burden the dolomite structure, however a greater focus on warehousing and the strengthening of mineral related crafts and tourism sector should provide important opportunities to stimulate the economy to the benefit of the residents of greater Westonaria.

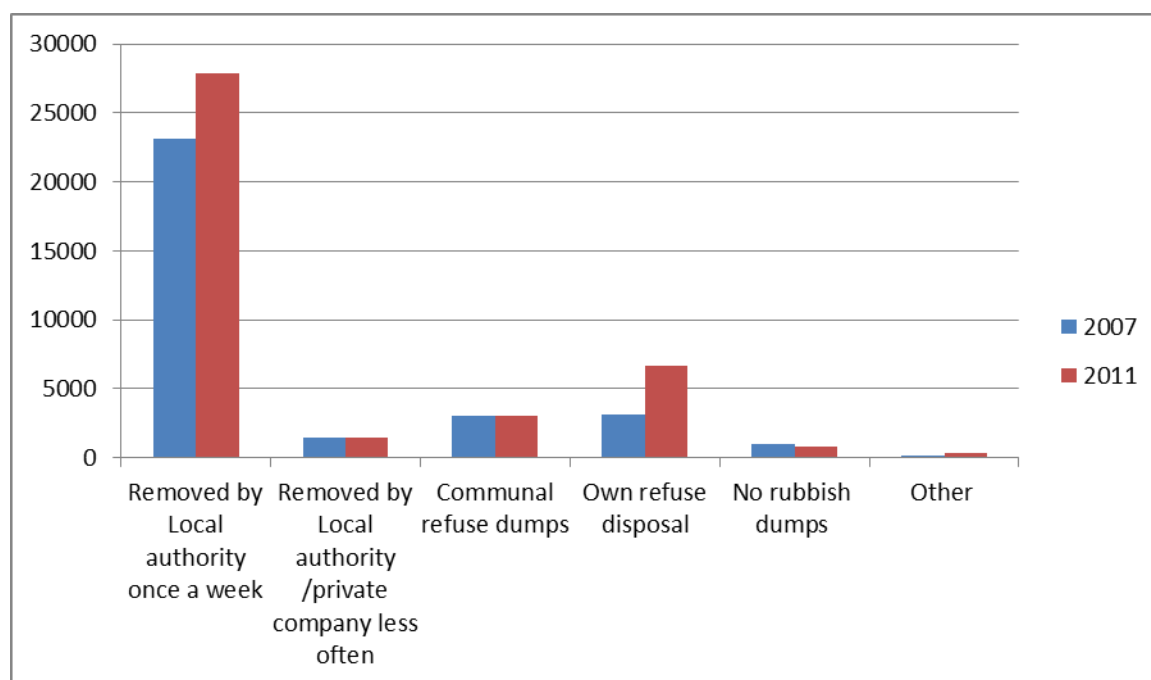
The municipality should strengthen its partnership with the West Rand Development Agency (WRDA) in order to ensure that new economic opportunities in the area are identified and exploited, while also improving on the impact of the existing economic activities.

Closer cooperation with the mining houses has been established at various levels in order to increase training opportunities, skills development, and even tourism and aligning their Social Labour Plans (SLPs) to the Integrated Development Plan of Council to the benefit the communities of greater Westonaria.

3.21 ENVIRONMENTAL ANALYSIS

Refuse removal

Westonaria Local Municipality focused on the expansion of refuse collection to previously not service by the Municipality.



The above graph indicates the growth /expansion in refuse removal service since 2007 to date.

Refuse removal expansion

Previously refuse removal took place in Bekkersdal formal and informal settlement, Simunye, Westonaria , Venterspost, Libanon, Glenharvie , Mining houses(), Hillshaven, Waterpan Houses, , Unproclaimed areas(Thabong , sifikile, Eskom, Randwater, Nafcor, Leeudoorn, Kloof, Ethembeni), Westonaria Shops, Business and industrial areas only. Refuse removal was expanded to previously unserved areas such as Zuurbekom Plots, Waterpan Plots, Jachtfontein and Thusanang, Waterworks informal settlement,

A service provider was appointed to take over refuse collection in all the formal areas of Westonaria. Through this expansion twenty (20) new jobs have been created and two (2) community based contractors were appointed. The expansion ensured that the number of households in the various areas as stated below has access to refuse removal services.

❖ Jachtfontein	-	137
❖ Vleikop	-	20
❖ Thusanang	-	0
❖ Waterworks	-	250
❖ Waterpan Plots	-	143
❖ Zuurbekom Plots	-	350
❖ Wheelie bins	-	2674

Westonaria Borwa

The new low costs houses are being development in Westonaria Borwa. Occupation to the houses is estimated to resume later this year which will require refuse removal service immediately after occupation.

Waste Transporter

WLM is reviewing its bylaws to be able to regulate waste transporter in line with the National Environment Management Waste Act (NEMWA 56 of 2008). This will improve the proper handling of waste for economic development opportunities.

Illegal dumping control

Westonaria Local Municipality is facing a serious challenge of alarming illegal dumping which has made Westonaria unsightly and most pristine areas very unwelcoming. The Municipality has developed and approved the Education and Awareness Strategy in order to address the Waste Awareness within community. A service provider was also appointed for a period of 24months to clean illegal dumping hotspots around Westonaria.

Landfill Management

WLM has one Landfill site namely: Libanon Landfill site. The site is 40ha in extend and is operating under temporary permit. The Municipality has applied for license which includes extension of height restriction. A service provider was also appointed for daily maintenance of the Landfill site for a 24 months period. Fourteen (14) part time jobs were created on the programme.

Alien Vegetation Eradication Programmes

Westonaria Local Municipality in collaboration with Sibanye Gold (then Goldfields) and Department of Water Affairs co-ordinated alien vegetation eradication programme. The programme has cleared approximately 500ha of lien vegetation (Blue-gum).

Parks and Cemeteries

The Municipality has implemented greening and beautification programme to restore the image of town for visitors and residents since 2010 world cup preparation. Six sites were developed within the Westonaria CBD and along site R28 road.

WLM has plans for development of four recreational Parks within Simunye, Venterspost, Westonaria and Glenharvie. The first phase for developing designs was completed.

Simunye Cemetery was developed through MIG funding to the value of R11m. The scope included: Fencing, Access road, Ablution facilities Guard house, Muslim burial area and Electrical connection, internal roads and storm water drainage.

MIG funding to the value of R 4 m was secured for upgrading of Bekkersdal Cemetery. The scope of work include: Construction of Internal roads, Upgrading ablution facilities and Heroes acre.

Job Creation from environmental management programmes

WLM has created part-time jobs in various programmes such as:

❖ Parks Maintenance	= 14
❖ Landfill management	= 15
❖ Refuse collection	= 6
❖ Cemetery maintenance	= 10
❖ Streets and Public facilities cleaning	= 48
❖ TEDCOR	= 20

3.27 Ward Analysis

The municipality comprises of 16 wards with 31 Councillors. These 16 wards cover Cooke 3, Nufcor, West Rand Agricultural Holdings and farm portions, and the informal area of Water Works and formal and informal settlements including Bekkersdal and Simunye.

3.28 Ward Based Planning

A synopsis is provided reflecting on the location of the Ward, whether a Ward Committee is functional, whether a Community Development Worker (CDW) is active in the ward, a summary of services offered in the Ward, as well as a short summary of the capital projects undertaken for the current financial year. Capital projects are planned in certain wards to address the needs expressed; however, in some cases the benefit of the project is enjoyed by all the residents of greater Westonaria. These projects are listed as such.

The Ward Committees and CDW's structures are put in place to assist the Ward Councillor.

3.29 Community Development Workers (CDWs)

Community Development Workers are active within the Westonaria Local Municipality. The following table it's a list of the CDWs:

Name	Contact details	Ward	Area
Mathabo Molapo	0796960020	Supervisor	Westonaria Local Municipality
Mookho Lethae	0796960189	Ward 1	Thusanang, Jachtfontein
Tebogo Modise	0796960042	Ward 2	Glenharvie
Ntombi Mogole	0796960192	Ward 4	Westonaria town
Vuyelwa Mnqwazana	0796960193	Ward 5	Westonaria town, Libanon, Venterspost
Nelisiwe Sangweni	0796960194	Ward 6	Hillshaven
Ouma Mokgothu	0796960195	Ward 7	Simunye
Cynthia Hlanganyana	0796960198	Ward 8	Simunye
Simphiwe Matwa	0796960209	Ward 9	Bekkersdal Informal
Itumeleng Ntsoelengoe	0796960197	Ward 10	Bekkersdal Formal
Jabu Ntshotsho	0796960259	Ward 10	Bekkersdal Informal
Jabu Mkhonza	0796960402	Ward 11	Bekkersdal Informal
Sesi Pheane	0796960203	Ward 12	Bekkersdal Formal
Lebogang Mabuela	0796960202	Ward 12	Bekkersdal Formal
Elvis Soxokashe	0796960204	Ward 12	Bekkersdal Formal
Stella Genani	0796960200	Ward 13	Bekkersdal Formal
Tshokolo Mokobane	0796960205	Ward 13	Bekkersdal Formal
Churchill Mjikel	0744091163	Ward 13	Bekkersdal formal
Dimakatso Ramutla	0796960208	Ward 14	Bekkersdal Informal
Dikeledi Mohlakoane	0796960196	Ward 16	Zuurbekom, Waterworks

NB: Wards 3 (Kloof mine area) and 15 (Bekkersdal Formal and Informal area) are currently without CDWs; therefore all matters relating to these wards are referred to the supervisor.

The following are some of the CDWs duties:

1. Inform and assist communities with access to service delivery provided by all spheres of government.
2. Determine the needs of communities and communicate these with government.
3. Promote a network between community workers, public servants and projects to improve service delivery.
4. Compile reports and progress about issues.

5. Know about all services rendered by government and creating awareness.

The Broad Based Approach of CDWs

- Identify development needs, areas for improved service delivery, and poverty alleviation;
- Promote Batho Pele Principles, address corruption and poor service delivery;
- Build partnerships with civil society;
- Build organisations and participation by an informed citizenry; and
- Help people to apply for identity documents, birth certificates, etc.

Reporting Channel

- The CDWs report directly to the provincial Gauteng Department of Local Government and Housing.
- Discussions are underway to ensure that copies of the reports submitted by the CDWs should first be submitted to the Speaker's office keeping him informed of the critical issues in the various wards.
- Regional Supervisors, manage CDWs of West Rand.

Mechanisms to assist the CDW's

Intergovernmental Service Delivery Forum (ISDF) will fast-track interventions.

Achievements

- Assisted the community to obtain identity documents;
- Promoted relevant structures to the youth and assisting them to link up to them;
- Facilitated employment through labour intensive projects e.g. building of sidewalks in Bekkersdal;
- Facilitated the training on Disaster Management offered by WRDM attended by approximately 60 volunteers;
- Established closer links with sector departments to improve service delivery within the community and
- Identified possible sponsors that might be interested in certain projects.

The absence of Community Development Workers is due to new ward demarcation, resignations and passing away of CDWs. The municipality will approach province to ensure that those wards get CWDs in the next financial year which is 2013/14.

Meetings with Ward Councillors and Ward Committees are some of the valuable tools to gather information and to address the needs of the community. However, contact is not restricted to these structures only, letters, telephone calls and discussions with relevant officials of Council are also mechanisms to bring about change, get projects listed in an IDP and on the Budget.

3.30 Outcomes of the IDP and Budget Community Consultation Meetings

WLM engaged into an intensive community consultation that was done at a ward level in line with the community based planning approach. The municipality employed the community based planning approach to stimulate participatory governance by awarding community members a fair opportunity to deliberate on issues affecting them in their respective wards. Furthermore, this approach was implemented to inevitably include the local community in decision-making, planning and generally allowing them to play an active role in their own development.

To facilitate this community consultation process, Ward Cllrs, Ward Committee members and officials were deployed to enable meetings in all 16 municipal wards. The object of these meetings was to engage the communities about the IDP and Budget processes, to give progress on performance in relation to municipal matters. This process for the review of the IDP 2014/15 started on the 5th November 2013 to 17th November 2013 and the schedule was as follows:

MEETING SCHEDULES				
WARD	DATE	TIME	RESPONSIBLE PERSON	VENUE
1	Tuesday, 05 November 2013	16:00	Mrs Gasayi	Thusanang
2	Wednesday, 06 November 2013	16:00	Mrs Gasayi & Ms Sidlova	Glenharvie Primary School
3	Thursday, 07 November 2013	16:00	Mrs Gasayi & Ms Sidlova	Welfare Hall/Centre
4 & 6	Friday, 08 November 2013	16:00	Mrs Gasayi	Westonaria Banquet Hall
5	Saturday, 09 November 2013	14:00	Ms Sidlova	Venterspost Primary School
7 & 8	Tuesday, 12 November 2013	16:00	Mr Mndayi	Simunye Sports ground/Taxi Rank
9; 10; 11; 14 & 15	Wednesday, 13 November 2013	16:00	Mr Ngcobo	Holomisa Sports Grounds
10; 12; 13; 15	Thursday, 14 November 2013	16:00	Ms Nomnga & Mr Ngcobo	Paul Nel Hall
16	Sunday, 17 November 2013	10:00	Mr Mndayi	Waterworks
		14:00	Mr Mndayi	Zuurbekom Intermediate School

Public participation meetings were not held in Bekkersdal formal area due to the protest formal Bekkersdal. Issues/concerns raised by the community as per their respective wards:

Identified Needs per Ward

WARD 1: Cllr M. Ngamtwini

Housing
Prepaid meters
Emptying toilets
Tar roads
Job creation
EPWP

WARD 2: Cllr M. Jokazi

Clinic
Police Station
School
Portable skills programmes
Farming Project
Police Station
Community Worker Programmes (CWP)
Social responsibility by mining companies

WARD 3: Cllr A. Sityebi

Road at Ethembeni Village
Houses
Refuse removal truck
Pre-paid meters.

WARD 5: Cllr P. Mkhungekwana

RDP Houses
Farming tractors
Doctor at clinic
Crime
Water trucks
Indigent registration
Community Hall
EPWP
Roads.

WARD 4 & 6: Cllr N. Mkhumbuzi & Cllr P. De Jager

Unemployment
Job opportunities
Appointment of law enforcement officers
Illegal dumping refuse removal
Compliance to Batho Pele principles
Resurfacing of tar road
Maintenance of road signs
Fixing street lights
Stormwater in Hillshaven
Petitions.

Ward 7 & 8: Cllr N. Dyase & Cllr E. Molatlhwa

Youth development.
Waste Management.
Housing.
Geysers.
College (FET)
Police Station.
Feedback regarding Learnership.
Substance abuse.
Employment opportunities which benefits people from Eastern Cape
Electricity.
Leaders coming to the community only before elections.
Tenders and employment given to Xhosa speaking people only.

Police not visible in Simunye.
Burial Tariffs.

Ward 9, 10, 11, 14 & 15: Cllrs S. Kolo; T. Mngomezulu; S Khenene; K. Ncele & A. Mncube.

Housing
Municipality to intervene on IEC Registration
Toilets
Waste removal
Strategy for CWP & EPWP recruitment
Job opportunities
Indigent burials

WARD 10, 12, 13 & 15: Cllrs T. Mngomezulu: D. Mampe; I. Merabe & A. Mncube.

Meeting not held due to protest

Ward 16: Cllr G Khoza

High school
Refuse removal
Graveyard tariffs too high
Beautification of the area
Uniform for CPF
Housing
Electricity
Water
Tarring of internal roads.

3.31 BACKLOGS ON SERVICE DELIVERY

3.31.1 Roads

There are 40 km's of roads in the municipality's area of jurisdiction that need to be constructed to a tarred surface. These are currently gravel roads which will be constructed as funds become available.

3.31.2 Electricity

There are 18 000 household units that are not electrified due to them being located on private property or unproclaimed land. 99% of these are earmarked to be re-located to formal houses.

3.31.3 Water

90 Households do not have access to potable water from a piped water system as they are located on private land. Free Basic Water is being provided via municipal water tankers.

3.31.4 Sanitation

90 Households located on private land and informal settlements; do not have access to municipal services. These households, however, use pit toilets.

3.32 FINANCIAL PERFORMANCE OVERVIEW

The municipality continued to grow and the financial position is becoming thin compared to the previous year. Equitable share is the major operational grant which has continued to grow. The Municipality has a deficit of R32 million. The major cost driver was bulk purchases, decreasing by R22 million and depreciation being increased by R54 million. Staff costs grew marginally due to the cost of living increase given in the sector determined by SALGA and the trade unions. Long term loans were serviced well with the result that they reduced to R17 million.

Conditional grants make up the bulk of capital funding for the municipality's capital projects. All the conditions were met resulting in the utilization of the full MIG grant, which forms the bulk of the conditional grants.

There was a fair share of challenges for the municipality. The debtor's position contributed to the cash flow challenges. The debtor's book grew by R20 million from the previous year. All classes of consumer charges included in consumer accounts grew due to non- payment by debtors. A huge provision had to be made to present a fairer view in the financial statements. The major part of the debtor's book is made up of accounts in arrears for more than 120 days. This means that recovery is more difficult. Credit control policy has been effectively implemented to address these issues.

Further challenges related to a breakdown in the control environment around assets. These challenges led to a qualified audit opinion for the 2012/13 year. The Auditor-General raised issues on valuation; completeness and accuracy of the assets in the asset register and also raised issues on the interfacing of different systems. Another major breakdown was on the management of cash. This issue formed part of the qualification of the books of the municipality.

The current year 2013/14 adjusted budget is as follows:

Description	2012/13	2013/14
R thousands	Audited outcome	Adjustment Budget
<u>Financial Performance</u>		
Property rates	31 402	36 195
Service charges	190 156	194 694
Rental of facilities	387	153
Fines	7 671	5 412
Licenses and permits	17 024	5 006
Agency services	0	2 933
Interest received- outstanding debtors	14 248	0
Interest received- investments	551	578
Transfers recognised – Operational	172 466	115 514
Transfers recognised –Capital	63 013	72 282
Other own revenue	4 665	41 357

Total Revenue (excluding capital transfers and contributions)	438 570	401 842
Employee costs	121 010	123 040
Remuneration of councillors	9 144	9 290
Depreciation & asset impairment	55 636	62 529
Finance charges	2 890	15 070
Debt impairment	48 555	20 497
Collection cost	3 370	0
Repair and maintenance cost	9 491	27 072
Bulk purchases	150 003	161 670
Contracted services	18 144	10 016
Other expenditure	37 156	5 128
Total Expenditure	455 399	434 312
Surplus/(Deficit)	(16 829)	(32 470)

MID-YEAR PERFORMANCE REPORT FOR THE FINANCIAL YEAR 2013/14

3.32.1 EXECUTIVE SUMMARY

SUMMARY STATEMENT OF FINANCIAL PERFORMANCE

An assessment of the performance of the municipality as required in terms of section 72 was performed before 25th January 2014 and reported to the Mayor and Council. The mid-year assessment necessitates an adjustment budget as per the requirements of section 28 of the MFMA. The total budgeted operating revenue for 2013/14 is R458 million. The pro-rata budget for the 6 months of the current financial year, ending 31 December 2013 amounts to R229 million with the major source of revenue being operational grant to the value of R85 million. The actual levied and direct revenue recorded for this period was R213 million. It represents 46.52% of the total annual budgeted revenue for the 6 months ending 31 December 2013.

The original budget exclude capital grant transfers recognized as revenue, which amounts to R72 million. The proposed adjustment budget will includes this capital grant transfers. The total budgeted operating expenditure for 2013/14 is R447million, resulting a net surplus of R10 million. The pro-rata operating expenditure budget for the 6 months of the current financial year, ending 31 December 2013 amounts to R223 million. The actual operating expenditure recorded for this period was R191 million. It represents 42.46% of the total annual budgeted expenditure for the 6 months ending 31 December 2013.

A net surplus of R23 million was recorded for the 6 months ending 31 December 2013. The annual budget for depreciation/impairment of assets amounts to R8.5 million. The total depreciation was not sufficiently budgeted for and R54 million provisions will be allocated at the adjustment budget stage.

Table 1: Operating Budget performance for the year to 31 December 2013

WESTONARIA	Original	Pro rata	Actual	Budget v/s Actual	Pro- rata v/s Actual	Comments
	Budget	Budget	YTD			
	R`m	R`m	R`m			
OPERATING REVENUE						
Property rates	36,195	18,098	15,960	44.09%	88%	Actual revenue from Property rates reflects R6million.
Service Charges	255,630	127,815	98,923	38.70%	77%	Service charges consist of water, electricity, sanitation and refuse removal. Actual revenue from service charges reflects R99 million due to the reasons that Bekkersdal and Simunye was not levied for refuse and sewerage.
Grants recognized as revenue (Operational)	115,514	85,883	85,883	74.35%	100%	
Grants recognized as revenue- (Capital)	0	0	0	0.00%		
Other Revenue	51,050	25,525	12,474	24.43%	49%	Other revenue consists of rental of facilities and equipment's, licences and permits, interest received and fines.
Total Operating Revenue Generated	458,389	229,195	213,240	46.52%	696%	
OPERATING EXPENDITURE						
Employee Related Costs	126,584	63,292	62,316	49.23%	98%	Employee related costs include the remuneration of councillors. Actual expenditure is not over or under spent.
Provision for Bad debts	20,497	10,249	0	0.00%	0%	Provision for bad debts will be calculated at year-end.
Repairs and Maintenance	11,558	5,779	3,176	27.48%	55%	The delay in spending is due to the reason that the Municipality is facing financial crises and will not be able to meet its current obligations. This is affecting payment to creditors within 30 days.
Bulk Purchases	183,470	91,735	93,203	50.80%	102%	Bulk purchases include water and electricity purchases. Actual expenditure is not over or under spent.
Depreciation /Assets	8,529	4,265	33,000	386.92%	774%	Depreciation was under budgeted and an adjustment will be made during the adjustment budget stage.
Other Expenses	97,296	48,648	32,316	33.21%	66%	Other expenses include general expenses, audit fees, consultant fees and contracted services. The delay in spending is due to the reason that the Municipality is facing financial crises and will not be able to meet its current obligations. This is affecting payment to creditors within 30 days.

Total Direct Operating Expenditure	447,934	223,967	224,011	50.01%	100%	
Surplus /(Deficit)	10,455	5,228	(10,771)		-206%	

Chart 1- Actual revenue for the year to 31 December 2013

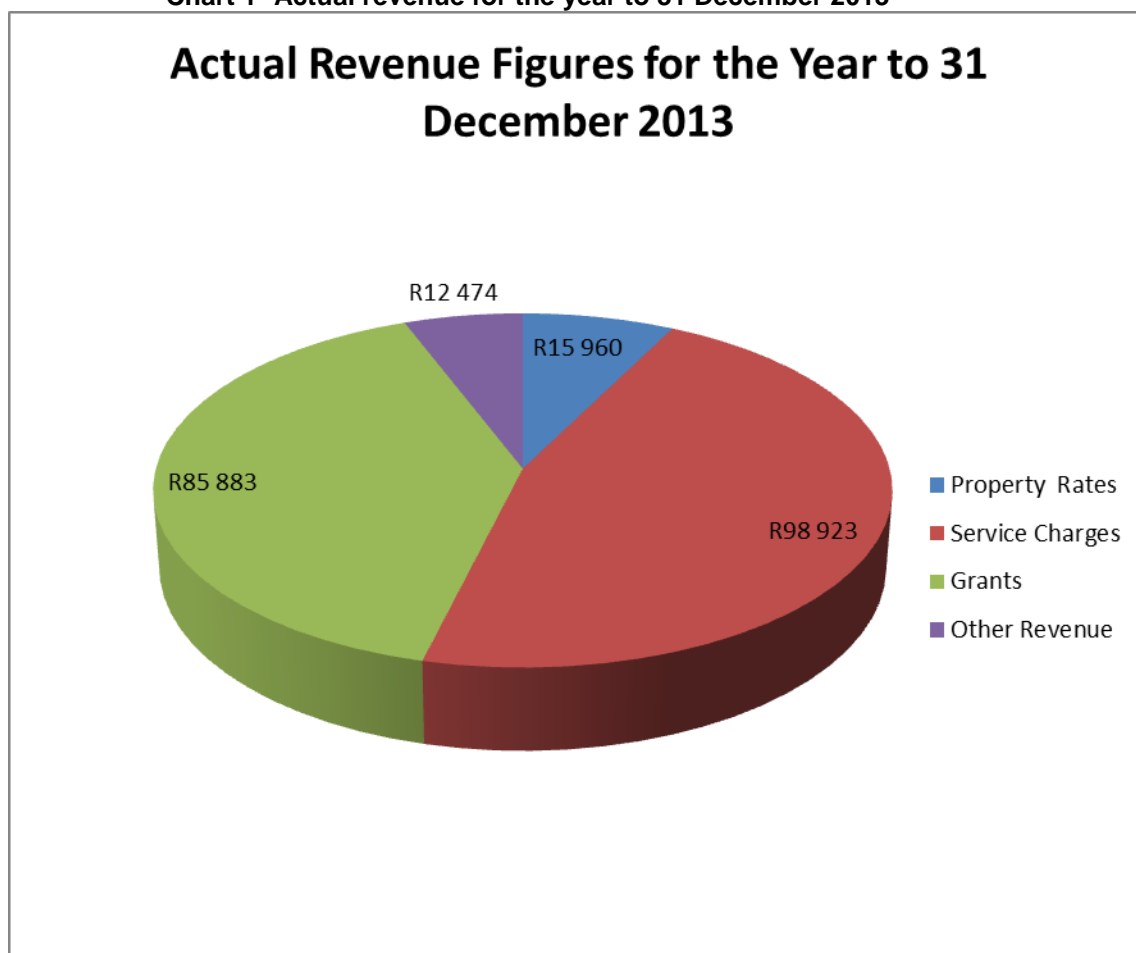
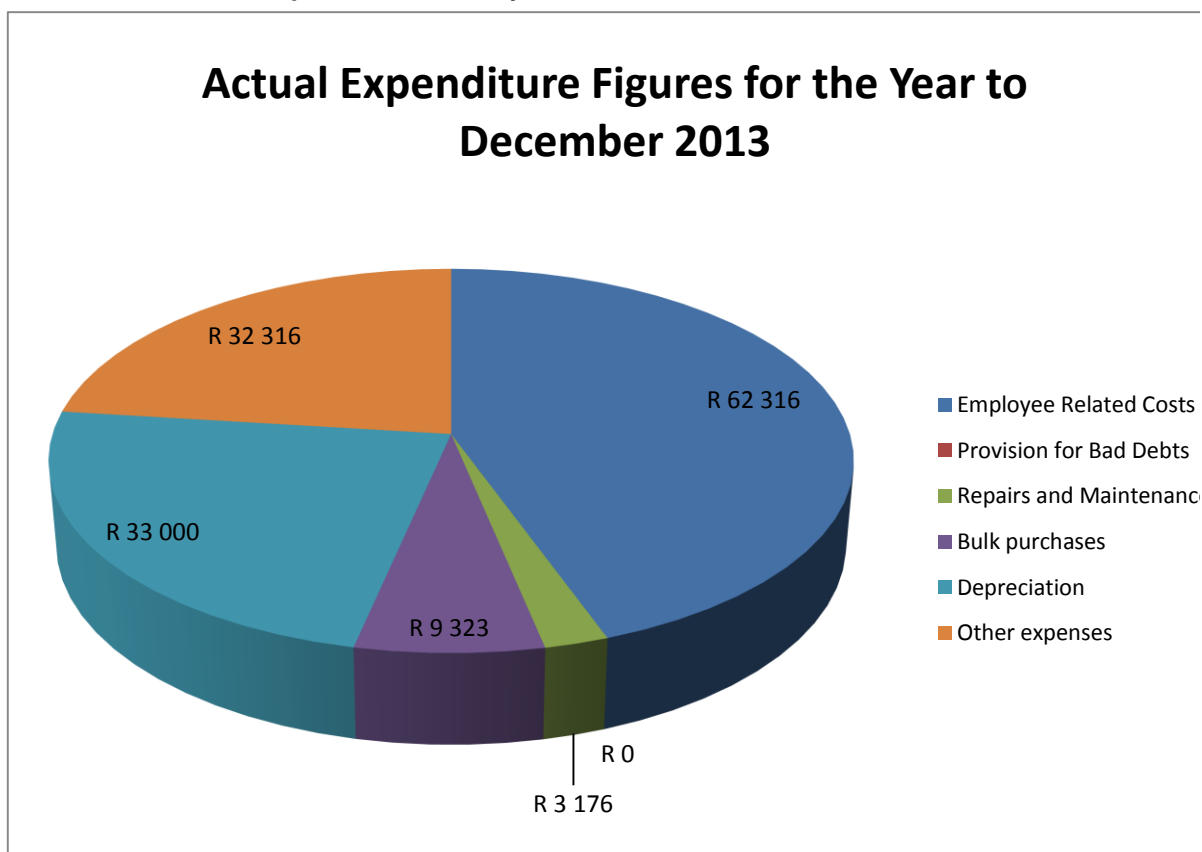


Chart 2- Actual expenditure for the year to 31 December 2013

The total budgeted operating expenditure for 2013/14 is R448 million, resulting a net surplus of R10.5 million. The pro-rata operating expenditure budget for the six months of the current financial year, ending 31 December 2013 amounts to R223 million. The actual operating expenditure recorded for this period was R191 million. It represents 42.64% of the total annual budgeted expenditure and 84.82% of the pro-rata budget for the 6 months ending 31 December 2013.

3.27.3 Revenue collection

Table 2- Revenue Collection for the year to 31 December 2013

Month	Total Settled	Total Levied	Percentage	Comments
July	9,823,267.32	19,965,635.73	49%	Under collection revenue is due to the reason that revenue collection strategies were not in place and credit policy was not fully implemented.
August	18,322,365.24	20,002,073.12	92%	Under collection revenue is due to the reason that revenue collection strategies were not in place and credit policy was not fully implemented.
September	20,833,006.79	20,156,454.80	103%	The difference is due to old debt being settled.

October	10,145,100.54	18,931,255.05	54%	Under collection revenue is due to the reason that revenue collection strategies were not in place and credit policy was not fully implemented.
November	19,577,643.92	19,931,255.05	98%	Under collection revenue is due to the reason that revenue collection strategies were not in place and credit policy was not fully implemented.
December	17,723,504.14	18,555,180.00	96%	Under collection revenue is due to the reason that revenue collection strategies were not in place and credit policy was not fully implemented.
	96,424,887.95	117,541,853.75	82%	

Revenue

- The municipality has generated R96 million as compared to R458 million budgeted for this financial year
- 40% of the revenue is grants received.
- The Municipality has collected 80% of billed revenue.
- The Municipality did not collect R21 million of revenue billed.
- This means our debtors' book has increased by R21million.

Chart 3 – Revenue collected vs revenue levied

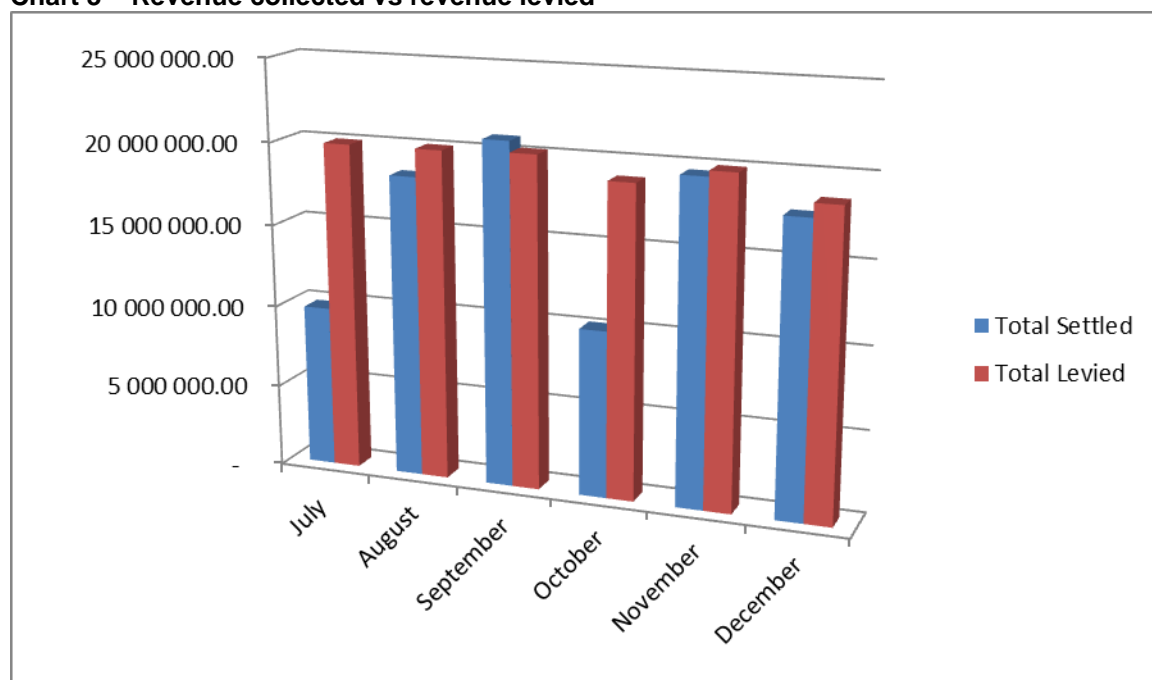
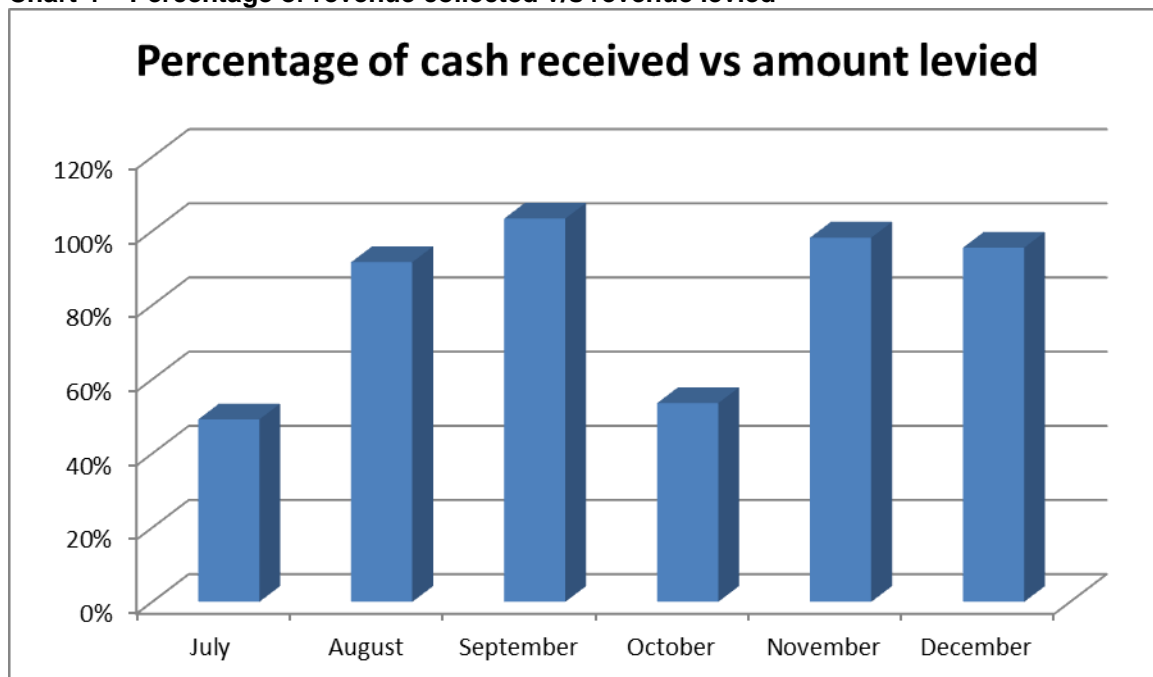


Chart 4 – Percentage of revenue collected v/s revenue levied

Although we collected 82% of billed revenue we only received payments from 21% of customers we billed. 82% is mainly collected from Mines and businesses; hence we would have to continue with revenue enhancement project on implementing a range of revenue collection strategies to optimise the collection of debt owed by 79% of remaining customers.

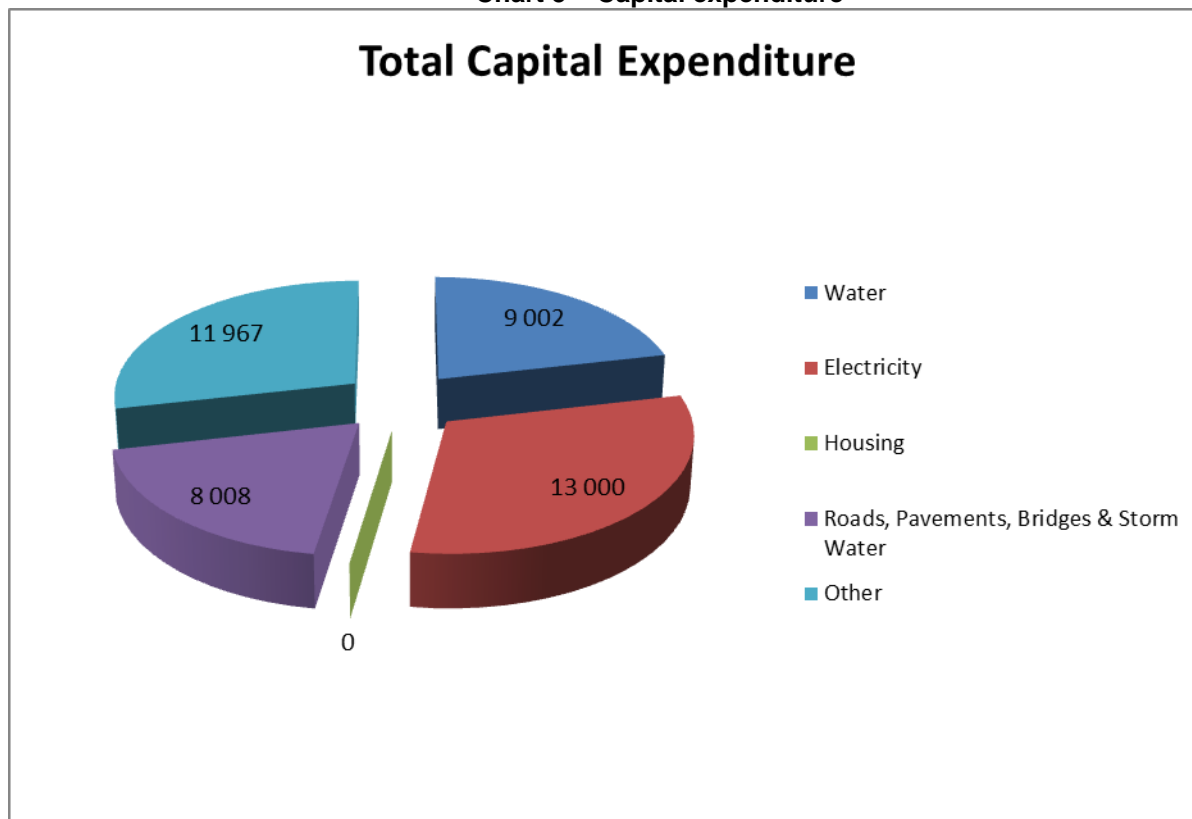
CAPITAL EXPENDITURE

The Capital expenditure report shown in Annexure B, has been prepared on the basis of the format required to be lodged electronically with National Treasury, and is categorized by municipal vote. The summary report indicates the following:

Table 5 - Capital Expenditure and Funding at 31 December 2013

WESTONARIA	Original Budget	Pro rata Budget	Actual YTD	Budget v/s Actual	Pro-rata v/s Actual	Comments
	R`m	R`m	R`m	%	%	
Water	23,257	11,629	9,002	39%	77%	This is a MIG project and R45 million was received to 31 December 2013.
Electricity	13,000	13,000	13,000	100%	100%	The amount was received in full from DME and has been spent.
Roads, Pavements, Bridges & Storm Water	25,084	12,542	8,008	32%	64%	This is a MIG project and R45 million was received to 31 December 2013.
Other	23,560	13,062	11,967	51%	92%	This figure includes MIG projects and R45 million was received to 31 December 2013. Capital project funded by standard bank loan was fully spent and its not yet completed. Capital projects relating own funding has not yet been spent to 31 December 2013.
Total Capital Expenditure	84,901	50,233	41,977	49.44%	84%	
SOURCE OF FINANCE						
Internal Contributions/Funds	10,115	5,058	155	1.5%	3.1%	Expenditure on IT hardware was spent out of internal funds. The other projects had not yet been started.
Borrowings	2,304	2,304	2,304	100%	100%	Capital project funded by standard bank loan was fully spent and its not yet completed.
DAC	200	100	0	0%	0%	Capital projects relating to DAC has not yet been started.
Grants and Subsidies/MIG	59,282	29,641	26,412	45%	89%	The amount was received in full from DME.
D.M.E	13,000	13,000	13,000	100%	100%	This is a MIG project and R45 million was received to 31 December 2013 and has not all been spent.
Total Financing	84,901	50,103	41,716	49.13%	83%	

Chart 5 – Capital expenditure



In terms of the approved budget, R9.8 million of the capital expenditure will be funded from internal contribution/ funds. The projection will not be possible going forward assessing from the Municipality's performance for the last 6 months. The Municipality is technically insolvent as it cannot meet its current obligations. The total year-to-date (YTD) capital expenditure of R41.9 million represents 49.44% of the total Capital budget, which compares unfavourably with the pro-rata budget of 50%. Capital expenditure funded from own resources will be structured according to the financial position (Cash flow situation).

CASH FLOW STATEMENT

The summary of the report indicates the following:

Table 6 – Cash flow statement at 31 December 2013

WESTONARIA	Original Budget	Pro rata Budget	Actual YTD	Budget v/s Actual	Pro-rata v/s Actual	Comments
	R`m	R`m	R`m	%	%	
Opening Cash Balance	5,328	2,664				
Add : Receipts	518,922	310,226	258,921	49.90%	83%	
- Grants and subsidies	165,571	133,550	133,550	80.66%	100%	Grants and subsidiaries were received as per DoRA schedule.
- Other Receipts	353,351	176,676	125,371	35.48%	71%	Revenue collected is 80% of revenue levied and the municipality collects revenue from 21% of levied customers, which is mainly made up of businesses.
Less : Payments	517,111	264,292	240,396	46.49%	9.04	
- Salaries, wages and allowances	126,584	63,292	62,404	49.30%	99%	Employee related costs include the remuneration of councillors. Actual expenditure is not over or under spent.
- Cash and creditor payments	299,119	149,560	130,713	43.70%	87%	The municipality is behind with payments to creditors, mainly with Eskom.
- Capital payments	72,482	41,977	41,977	57.91%	100%	This figure includes MIG projects and R45 million was received to 31 December 2013. Capital project funded by standard bank loan was fully spent and its not yet completed.
- External Loans	6,507	3,254	5,302	81.48%	163%	The municipality is making payments of loans received from INCA and Standard bank.
- Internal contributions	12,419	6,210	155	1.5%	3%	Expenditure on IT hardware was spent out of internal funds. The other projects had not yet been started.
- Investments(M.I.G)		0				
- Other Payments		0				
Closing Balance	7,139	45,934	18,525			

OUTSTANDING DEBTORS

The summary report indicates that the debtors as at 31 December amount to R194 663 093 as compared to the 30 November 2013 balance of R191 821 161. A new project is embarked upon to isolate a collectable part of the old debtor's book with a view to concentrating on it for collection.

This process will also isolate unknown indigents in this book and classify them accordingly. The line item other of R89m on the debtors report includes the following main cost drivers:

- | | |
|------------------|-------------|
| • Interest | R57 035 322 |
| • V.A.T | R12 662 896 |
| • Refuse removal | R7 894 306 |
| • Rental | R1 719 306 |

Table 7 - Debtors Age Analysis for Month as at 31 December 2013 (Rand)**Debtors analysis as at 31 December 2013**

	0 - 30 Days		31 - 60 Days		61 - 90 Days		Over 90 Days		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Debtors by Income source										
Water	5,769,886	10.2	1,019,972	1.8	746,037	1.3	48,882,961	86.6	56,418,856	100.0
Electricity	3,524,994	21.3	1,113,827	6.7	1,591,917	9.6	10,307,696	62.3	16,538,434	100.0
Property Rates	1,811,700	5.3	1,098,046	3.2	1,067,322	3.1	30,284,732	88.4	34,261,800	100.0
RSC Levies		0.0		0.0		0.0		0.0	0	0.0
Other	3,263,810	3.7	2,267,859	2.6	2,333,866	2.7	79,578,468	91.0	87,444,003	100.0
Total	14,370,390	7.4	5,499,704	2.8	5,739,142	2.9	169,053,857	86.8	194,663,093	100.0
Debtors by Customer Group										
Government	104,366	5.3	222,731	11.2	213,005	10.7	1,443,634	72.8	1,983,736	100.0
Business	2,444,731	24.7	878,101	8.9	474,010	4.8	6,117,850	61.7	9,914,692	100.0
Households	3,487,348	2.3	2,884,038	288.0	3,309,214	2.2	140,303,889	93.5	149,984,489	100.0
Other	8,333,945	25.4	1,514,834	4.6	1,742,913	5.3	21,188,484	64.6	32,780,176	100.0
Total	14,370,390	7.4	5,499,704	2.8	5,739,142	2.9	169,053,857	86.8	194,663,093	100.0

Debtors analysis as at 30 November 2013

	0 - 30 Days		31 - 60 Days		61 - 90 Days		Over 90 Days		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Debtors by Income source	R		R		R		R		R	
Water	-16,627	0.0	5,923,064	10.3	2,333,585	4.1	49,336,614	85.7	57,576,636	100.0
Electricity	0	0.0	4,174,955	26.5	1,293,114	8.2	10,272,495	65.3	15,740,564	100.0
Property Rates	59,621	0.2	2,210,113	6.5	1,105,527	3.3	30,405,758	90.0	33,781,019	100.0
RSC Levies	0	0.0		0.0		0.0		0.0	0	0.0
Other	-15,559	0.0	3,910,702	4.6	2,553,085	3.0	78,274,714	92.4	84,722,942	100.0
Total	27,435	0.0	16,218,834	8.5	7,285,311	3.8	168,289,581	87.7	191,821,161	100.0
Debtors by Customer Group										
Government	0	0.0	102,561	17.9	44,228	7.7	424,894	74.3	571,683	100.0
Business	38,214	0.4	2,201,210	23.4	747,065	7.9	6,436,405	68.3	9,422,894	100.0
Households	-51,349	0.0	9,392,435	5.6	5,400,021	3.2	152,568,184	91.2	167,309,291	100.0
Other	40,570	0.3	4,522,628	31.2	1,093,997	7.5	8,860,098	61.0	14,517,293	100.0
Total	27,435	0.0	16,218,834	8.5	7,285,311	3.8	168,289,581	87.7	191,821,161	100.0

Debtors per Area						
Area	Current	30 Days	90 Days	120 Days	180 Days	Balance
WESTONARIA	8,133,485.00	2,579,990.00	3,131,269.00	1,333,042.00	32,872,420.00	48,050,206.00
SIMUNYE	716,808.00	703,367.37	644,898.23	723,858.39	55,025,583.61	57,814,515.60
BEKKERSDAL	674,286.71	730,773.75	800,459.56	688,355.19	44,442,296.02	47,336,171.23
GLENHARVIE	191,690.04	92,054.74	91,944.49	86,488.32	1,518,295.92	1,980,473.51
HILLSHAVEN	3,047,791.63	312,216.00	116,595.62	112,653.35	2,102,216.57	5,691,473.17
VENTERSPOST	76,203.34	61,160.32	56,903.87	66,754.96	2,546,439.61	2,807,462.10
WAGTERSKOP	74,267.62	63,127.46	55,787.78	56,653.58	1,249,615.85	1,499,452.29
PANVLAKTE 291 IQ	34,659.87	205,227.83	201,231.27	204,348.74	1,152,643.26	1,798,110.97
SYFERFONTEIN 293	32,574.62	32,335.73	32,096.85	29,444.51	1,322,468.90	1,448,920.61
ZIJURBEKOM 297 IQ	116,123.20	78,536.75	78,241.27	77,821.91	2,391,513.27	2,742,236.40
KLOOF SRP	656,896.17	15,392.40	5,049.29	4,407.27	730,591.78	1,412,336.91
WATERPAN AH	19,341.29	17,223.18	19,036.43	19,000.34	1,264,184.93	1,338,786.17
WEST RAND AH	141,235.05	197,694.76	214,280.22	175,218.01	10,390,210.49	11,118,638.53
KALBASFONTEIN 36	31,395.26	31,156.85	30,891.17	30,652.81	1,014,456.63	1,138,552.72
RAATSKRAAL 524 I	35,447.70	34,426.79	33,986.13	33,735.74	1,014,456.63	1,152,052.99
Other	388,184.95	345,020.21	226,471.29	216,609.84	6,157,417.96	7,333,704.25
Total	14,370,390.45	5,499,704.14	5,739,142.47	3,859,044.96	165,194,811.43	194,663,093.45

OUTSTANDING CREDITORS

The Creditors report has been prepared on the basis of the format required to be lodged electronically with National Treasury. This format provides an extended aged analysis, as well as an age analysis by creditor type.

The summary report indicates that the creditors as at 31 December 2013 amounts to R90 317 509 compared to R86 702 915 at 30 November 2013. Eskom remains the major creditor at R74million, meetings are taking place in order to get a repayment plans with Eskom. Failure to pay creditors within 30 days constitutes a breach of the M.F.M.A, creditors to the value of R71million are above the 30 day limit, and plans are being put in place to pay them, through a turnaround strategy.

Table 8 - Creditors Age Analysis for Month as at 31 December 2013 (Rand)

Creditor analysis at 31 December 2013											
Item	0	0 - 30 Days		31 - 60 Days		61 - 90 Days		Over 90 Days		Total	
		Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
0100	Bulk Electricity	5,705,244	7.7	6,390,223	8.6	6,323,912	8.5	55,902,548	75.2	74,321,927	100.0
0200	Bulk Water	10,320,001	100.0	0	0.0	0	0.0	0	0.0	10,320,001	100.0
0300	PAYE deductions	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
0400	VAT (output less input)	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
0500	Pensions / Retirement	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
0600	Loan repayments	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
0700	Trade Creditors	2,088,764	50.7	1,134,234	27.5	11,742	0.3	884,151	21.5	4,118,891	100.0
0800	Auditor General	775,062	49.8	781,628	50.2	0	0.0	0	0.0	1,556,690	100.0
0900	Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1000	Total	18,889,071	20.9	8,306,085	9.2	6,335,654	7.0	56,786,699	62.9	90,317,509	100.0
TP01	ESCOM	5,705,244	7.7	6,390,223	8.6	6,323,912	8.5	55,902,548	75.2	74,321,927	100.0
TP02	RAND WATER	10,320,001	100.0	0	0.0	0	0.0	0	0.0	10,320,001	100.0
TP03	AUDITOR GENERAL	775,062	49.8	781,628	50.2	0	0.0	0	0.0	1,556,690	100.0
TP04	MICROSOFT	0	0.0	0	0.0	0	0.0	701,475	100.0	701,475	100.0
TP05	IPES TECHNOLOGY	298,249	47.2	333,481	52.8	0	0.0	0	0.0	631,730	100.0
TP06	TEDCOR	360,457	100.0	0	0.0	0	0.0	0	0.0	360,457	100.0
TP07	FLEET AFRICA	143,281	49.7	144,738	50.3	0	0.0	0	0.0	288,019	100.0
TP08	BIGEN	277,338	100.0	0	0.0	0	0.0	0	0.0	277,338	100.0
TP09	LEFATSHE	0	0.0	253,828	100.0	0	0.0	0	0.0	253,828	100.0
TP10	OTHER	1,009,439	62.9	402,187	25.0	11,742	0.7	182,676	11.4	1,606,044	100.0
TOT	Total	18,889,071	20.9	8,306,085	9.2	6,335,654	7.0	56,786,699	62.9	90,317,509	100.0

GRANTS RECEIVED AND EXPENDITURE**Table 9 – Schedule of grants received and grants spent at 31 December 2013**

Description	DORA	Received to Date	Expenditure to Date	Balance	% Spending	
Municipal Infrastructure Grant (M.I.G)	62,402,000.00	45,866,000.00	27,203,466.00	18,662,534.00	59%	PMU
Department of local government (D.P.L.G)	-	1,000,000.00	1,000,000.00	-	100%	Finance
Infrastructure Skills development grant(I.S.D.G)	3,000,000.00	4,873,220.00	1,097,029.00	3,776,191.00	23%	Technical
Financial Management Grant (F.M.G)	1,300,000.00	1,301,824.00	380,088.00	921,736.00	29%	Finance
Municipal Systems Grant (M.S.I.G)	890,000.00	893,857.00	890,000.00	3,857.00	100%	MM/ Corporate
Department of Arts and Culture(D.A.C)	1,600,000.00	1,600,000.00	866,355.00	733,645.00	54%	Libraries
Library Equitable Share	1,100,000.00	1,100,000.00	259,271.00	840,729.00	24%	Libraries
Integrated Electrification Programme	13,000,000.00	13,000,000.00	13,000,000.00	-	100%	Technical
E.P.W.P	1,000,000.00	1,000,000.00	1,000,000.00	-	100%	MM
Provincial Health	-	954,658.00	571,168.00	383,490.00	60%	Community Services
B.U.R.P	-	32,692.00	-	32,692.00	0%	Technical
Solar Project	-	10,000.00	-	10,000.00	0%	Technical
Equitable share	R 102,257,000.00	R 78,718,000.00	R 78,718,000.00	R 0.00	100%	
Total	186,549,000.00	150,350,251.00	124,985,377.00	25,364,874.00		

INVESTMENTS

The total investments amount to R 2,234,285.11 as at 31 December 2013. The investment list below includes all investments which were used as guarantees to secure a bond for Municipal employees, expect for an investments for:

- Ring fencing of Capital grants
- T.M.T for Traffic Fines
- Licensing fees

A decision has been reached to redeem all the investments which were used as guarantees to secure a bond for Municipal employees.

Table 10 – Investment register as at 31 December 2013

Institution	Acc. No's	Type of Instrument or Investment	Closing balance	Purpose
ABSA	6304469100	Investment	8,714.31	Account was used as collateral for Municipal Employees to secure loans.
ABSA	5027757575	Investment	20,443.11	Account was used as collateral for Municipal Employees to secure loans.
ABSA	9054399870	Investment	28,751.52	Account was used as collateral for Municipal Employees to secure loans.
ABSA	9069541719	Investment	1,245,609.63	Investment account is used for licensing fees
ABSA	9057050350	Investment	87,475.57	Account was used as collateral for Municipal Employees to secure loans.
ABSA	1009120510	Investment	1,142.00	Account was used as collateral for Municipal Employees to secure loans.
ABSA	4077044564	Investment	1,067.56	Investment Account used to ring fence Capital Grants e.g M.I.G
ABSA	4077044996	Investment	345,582.83	Investment Account used by T.M.T for Traffic Fines
ABSA(Unibank)	2060669749	Investment	37,224.62	Account was used as collateral for Municipal Employees to secure loans.
FNB	71001035031	Investment	39,550.51	Account was used as collateral for Municipal Employees to secure loans.
FNB	71038284304	Investment	50,837.11	Account was used as collateral for Municipal Employees to secure loans.
FNB	71038284297	Investment	101,769.11	Account was used as collateral for Municipal Employees to secure loans.
FNB	71038605740	Investment	23,361.58	Account was used as collateral for Municipal Employees to secure loans.
NEDBANK	11987622	Investment	83,522.75	Account was used as collateral for Municipal Employees to secure loans.
NEDBANK	19770842	Investment	49,363.04	Account was used as collateral for Municipal Employees to secure loans.
NEDCOR	11812875	Investment	50,002.47	Account was used as collateral for Municipal Employees to secure loans.
STANDARD BANK	28633016	Investment	54,192.71	Account was used as collateral for Municipal Employees to secure loans.
STANDARD BANK	328634174	Investment	5,674.68	Account was used as collateral for Municipal Employees to secure loans.
Total			2,234,285.11	

BORROWINGS (EXTERNAL LOANS)

The total borrowings received was R40 270 000.00. The total outstanding balance as at 31 December 2013 is R17 098 352.14:

Institution	Start Date	End Date	Payment terms	Term Value	Purpose	Rate charged (%)	Loan amount	Balance
STD BANK	1/9/2012	9/1/2017	Monthly	5	PPE	9.85	14,000,000.00	10,909,919.42
INCA West 01-0004	9/7/2004	30/06/2014	Semi-annually		PPE	13.27	12,000,000.00	1,032,436.07
INCA West 01-0005	5/12/2005	31/12/2015	Semi-annually		PPE	10.61	3,000,000.00	869,890.58
INCA West 01-0008	27/06/2007	30/06/2017	Semi-annually		PPE	11.11	2,970,000.00	1,418,346.66
INCA West 01-0011	3/9/2009	30/08/2015	Monthly		PPE	13.79	8,300,000.00	2,867,759.41
							40,270,000.00	17,098,352.14

3.33 SWOT ANALYSIS

Council during December 2012 had a Strategic Session where the strengths, weakness, opportunities and threats were discussed. Below is the outcome of the session.

STRENGTHS	WEAKNESSES (AREAS TO BE DEVELOPED)
<p>Integrated sustainable development</p> <ul style="list-style-type: none"> • Land use management • Human settlements management <p>Sustainable basic services to communities</p> <ul style="list-style-type: none"> • Physical infrastructure • Municipal services <p>A democratic and accountable government for local communities</p> <ul style="list-style-type: none"> • Broaden local democracy <p>Internal Municipal Business Excellence</p> <ul style="list-style-type: none"> • Business Management / Leadership <ul style="list-style-type: none"> ○ Stakeholder relations management / communication ○ Strategic positioning 	<p>Integrated sustainable development</p> <ul style="list-style-type: none"> • Lack of infrastructure master planning • Lack of rural development planning <p>Local economic and social development</p> <ul style="list-style-type: none"> • Economic development • Social development • Rural development <p>A safe and healthy environment</p> <ul style="list-style-type: none"> • Community safety • Environmental management <p>A democratic and accountable government for local communities</p> <ul style="list-style-type: none"> • Corporate governance <p>Business management / leadership</p> <ul style="list-style-type: none"> • Organisational culture • Business performance management <p>Resource management</p> <ul style="list-style-type: none"> • Information / knowledge management • Asset management • Financial management • Human resource management • ICT management
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Alternative sources of funds • Inter-governmental relations framework / stakeholder alliances • ICT developments (e.g. provincial broadband) • Economic diversification in the municipality <ul style="list-style-type: none"> ○ Tourism opportunities ○ Mining related opportunities ○ Job creation opportunities ○ Agriculture development opportunities ○ Transport opportunities ○ Educational opportunities • Strategic private partnerships (mining, business, etc.) • Availability of land for development through partnerships with land owners • Westonaria Urban Renewal • 2016 Uni-city Vision • New formula for the equitable share 	<ul style="list-style-type: none"> • Poverty / unemployment impacting negatively on available resources • Non-payment culture in community • Inadequate resources to deal with increasing demands (financial constraints, unfunded mandates, insufficient tax base) • Vandalism of infrastructure • Illegal connections leading to risks (water, electricity) • Long lead times on Environmental Impact Assessments (EIAs) • Pollution (air, land, water pollution) • Geo-technological complexities • Illegal immigrants • Infrastructure backlogs • Declining mining sector • Electricity tariff escalation • Global economic meltdown • High crime rate (vandalism, fraud, corruption, theft, substance abuse, etc.) • Unavailability of scarce resources • HIV / AIDS pandemic

3.34 MEC Comments

In terms of Municipal Systems Act, 2000 municipality must submit a copy of the IDP approved by Council to MEC for Local Government and Housing within ten (10) days of the adoption or amendment of the plan. Comments made by the MEC must be considered by the municipality as they provide guidance on the preparation of the next IDP review in the following year.

The following is the broad observations of the MEC comments:

Cross-cutting Issues:

1. Planning for Migration:
2. Inter-Municipal Planning.
3. Operation Clean Audit.
4. Planning for Outcomes.
5. Gender, Youth and People with Disabilities (GEYODI).

MEC Comments on issues specific to WLM:

Good Governance and Institutional Development:
Local Economic Development.
Financial Viability.
Service Delivery.
Spatial Planning.

3.34.1 ANALYSIS AND ADDRESSING MEC COMMENTS

Broad observation:

PRIORITIES	WLM PRIORITY ACTIONS & PROGRAMMES
<p>Planning for Migration:</p> <p>Since the release of the recent census results, it is documented that Gauteng is the biggest province with regards to population size in the country. This points to upwards trends regarding immigration at both international and local levels. Whilst migration presents a number of opportunities for the province, it also come with pressing challenges, key among which is the ability of municipalities to keep up with demands for basic services.</p> <p>A number of municipalities are undertaking various initiatives to respond to this challenge which is commendable. However, the Provincial Migration Strategy is essential in enabling the province to respond effectively to the challenges posed by migration.</p> <p>To this effect, Gauteng COGTA will lobby all relevant stakeholders towards ensuring the development of a Province-wide Migration Strategy.</p>	<p>WLM will support and participate in the development of such a strategy. We stand to benefit as we are also affected by migration through sourcing of jobs from the mines by workers from the SADC Region.</p>

<p>Inter-municipal Planning:</p> <p>Inter-municipal planning is a critical component towards the achievement of the Gauteng Global City Region. Municipalities are urged to start investigating collaborative initiatives in areas such as investment in strategic economic infrastructure; transportation planning (in line with the provincial long term transport plan) as well as corridor and cross-boundary nodal development.</p>	<p>There is a Local Integrated Transport Plan (LITP) for the municipality and for the district, and the Current Public Transport Records (CPTR) which was compiled for the district by WRDM.</p>
<p>Re-configuring the apartheid space:</p> <p>Historically disadvantaged communities remained predominantly poorly-serviced as opposed to the wealthier areas. Foremost to the agenda of municipalities should be to reverse this trend through acceleration of service delivery to the poor communities.</p> <p>One of the most effective mechanisms of achieving this is area-based planning, through which municipalities are again urged to prioritise certain areas and make development impact in them as opposed to spreading the limited budgetary resources across a myriad of services with little impact.</p>	<p>The municipality is currently prioritising Simunye for roads and related storm water infrastructure construction which is on its third phase.</p> <p>Westonaria Borwa sets an example of such re-configuration as it developed next to existing services. Only bulk connections were necessary in this regard, but future projects might be done differently due scarcity of land suitable for development of Human Settlements. WLM will endeavour to work with private land owners for them to avail their land for such developments</p>
<p>Operation Clean Audit:</p> <p>Municipalities are called upon to utilise the 2014/15 financial year IDP review process to address the matters raised by the Auditor General (AG) in the bid to deliver Operation Clean Audit (OPCA).</p>	<p>Weekly meetings are being held to monitor action plans to address Auditor General findings.</p>
<p>Planning for Outcomes:</p> <p>Municipalities are urged to continue striving for the attainment of all government outcomes through the IDP and not just focus on Outcome 9.</p> <p>The department is currently coordinating the development of an intergovernmental engagement roadmap whose main aim is to facilitate structured engagements between municipalities and sector departments in the bid to entrench coordination and alignment.</p>	<p>Through the integrated development plan the municipality has a service delivery budget implementation plan that specifically focused on the needs of the communities as identified during the public participation process.</p>

<p>Gender, Youth and People with Disabilities (GEYODI):</p> <p>The general picture with regard to the mainstreaming of GEYODI issues in IDPs still shows gaps especially in relation to employment equity, accommodating special groups of people in public participation processes.</p> <p>In order to accommodate special groups, sign language skills should be developed as well as targeted sessions where women, youth or people with disabilities are prioritised to ensure meaningful participation.</p> <p>Efforts should also be intensified to prioritise GEYODI in areas of service delivery, Employment Equity as well as Economic Empowerment.</p>	<p>The municipality has recently established an interdepartmental forum but there are challenges faced in implementing GIYODI which are amongst others limited budget to implement programmes relating to GIYODI, lack of support.</p>
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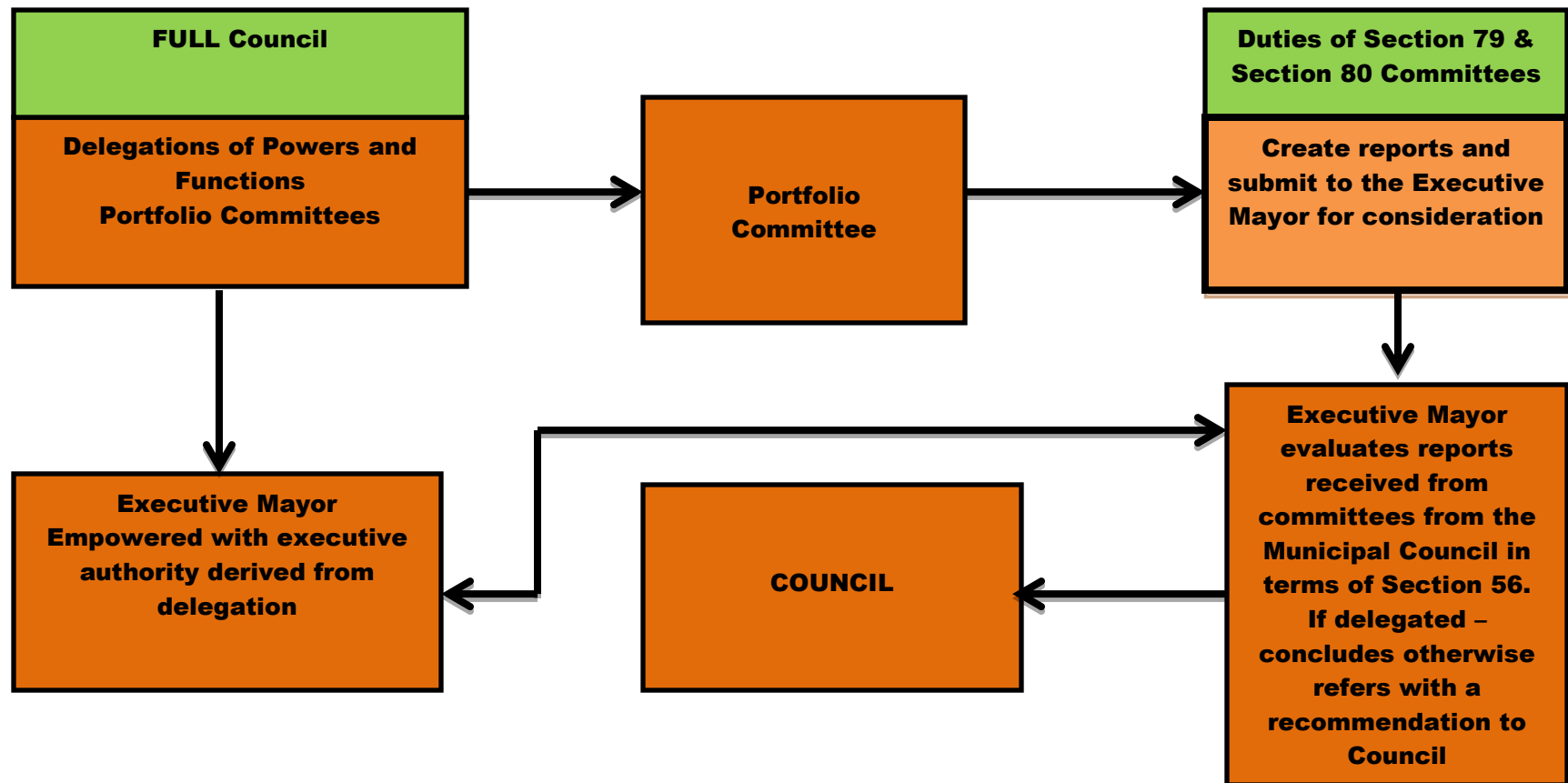
Issues specific to WLM:

PRIORITIES	WLM PRIORITY ACTIONS & PROGRAMMES
<p>Good Governance and institutional Development :</p> <ul style="list-style-type: none"> • The decision of the Demarcation Board points to the merger of Westonaria and Randfontein Local Municipalities into one Municipality with effect from 2016. • The municipality is urged to put mechanism in place to lay the foundation for this from an institutional and governance in the event that the said decision becomes final key to this will be streamlining the IDP processes so that the IDPs of Westonaria and Randfontein share the same strategic focus as a build-up to implementing the said integration. • Other initiatives should include cross boarder nodal development between the two municipalities. • It is observed that the Employment Equity Plan (EEP) has been updated. The municipality is urged to enhance this by putting timeframes in relation to when the EEP Policies and other Human Resource related policies are going to be reviewed. • The cascading of Performance Management System (PMS) remains a challenge. The municipality is urged to strive to cascade the performance management system beyond Section 57. 	<p>Already the two municipalities Westonaria and Randfontein are sharing resources. E.g. ICT which is an indication that our planning is in view of the merger as pronounced by the Municipal Demarcation Board (MDB).</p> <p>Plans are underway to ensure that Organizational Management System (OMS) is cascaded down levels below section 57 appointments.</p>

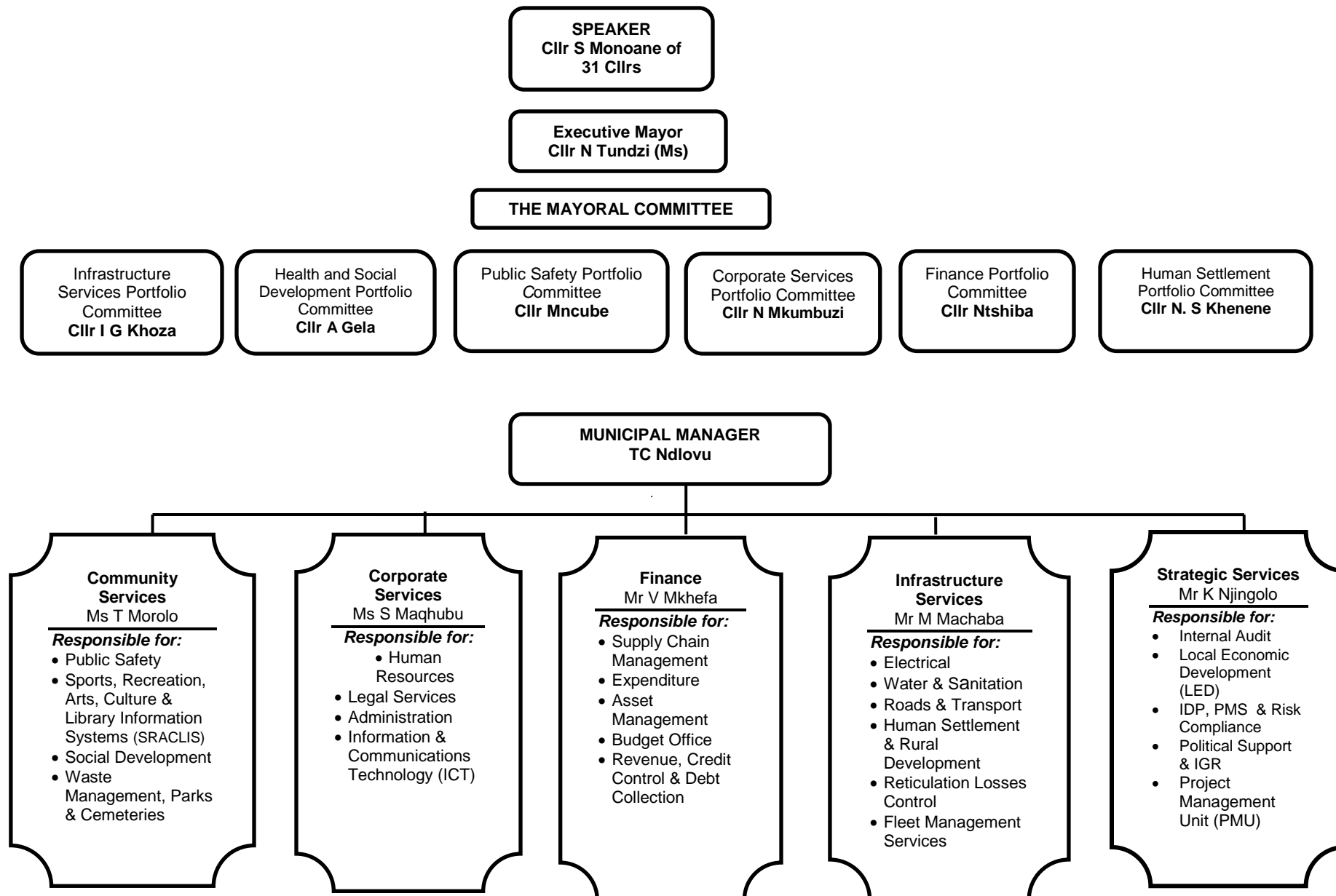
<ul style="list-style-type: none"> The municipality is urged to consider conducting regular service delivery satisfaction surveys in its broader area of jurisdiction. The above-mentioned initiatives can provide important feedback from communities on the kind of impact that the municipality's programmes is having on its communities. The municipality is urged to partner with various research capacities so as to undertake these kinds of research in a sustainable manner. 	<p>The municipality will focus on this matter during this financial year.</p> <p>There is a dedicated function to address issues raised through the presidential and premiers hotline which are then cascaded to municipalities.</p>
<p>LOCAL ECONOMIC DEVELOPMENT:</p> <ul style="list-style-type: none"> Most of the equipment or infrastructure bought and developed like brick making machinery have been vandalised and will therefore not yield envisaged result. It is important that the municipality work together with multinational, communities benefiting from projects to ascertain sustainability of projects and protection of equipment. Gauteng Provincial Government and South African Local Government Association (SALGA) have acknowledged the existence and the significance of the informal economy in employment provision and generation as well as its function as buffer between employment and unemployment. Moreover, the informal economy has particular relevance for the creation of livelihood opportunities and alleviating poverty as part of individual survival strategies of the poor. As the municipality develops and subsequently reviews the LED plan/strategy focus should be on the implementation of the plan especially in relation to SMMEs development as well as provision of trading infrastructure for informal traders. The development of informal trading stalls or linear markets should be strategically located to areas with high economic activities and an opportunity for transition to the formal economy should be supported through tax incentives and infrastructure development. One way of ensuring sustainability of SMMEs is by linking service delivery with SMME and entrepreneurial support and development in the form of infrastructure and maintenance projects contracts of a particular scope. 	<ul style="list-style-type: none"> To identify a new project location for the Brick Making Plant (the current/vandalised location is not environmental compliance – e.g. the plant is situated next to community households) Working together with the province (Regional Office: Human Settlement) to get access – where the machinery is kept. All future projects will be precluded with feasibility studies and comprehensive projects plans which will clearly outlined key s/holders and roles players to facilitate community owner ship. <p>Provincial and national departments will be invited as participants in this projects status to ensure cooperative governance.</p> <ul style="list-style-type: none"> Through our led the expected outcomes include revenue generation and job creation to promote better lives. WLM will be constructing about 47 Hawkers Stalls, which is in partnership with Gold1 Ltd – Cooke Operations. In partnership with the mines, abusiveness development support programme is being implemented to as assist SMMEs. The new stalls will be constructed @ Westonaria CBD, adjacent to the Taxi Rank. In future, the project will be roll out to Bekkersdal Taxi Rank. Through the EPWP projects and the implementation of the MIG projects - SMMEs are engaged on a subcontracting arrangement, depending by the nature of Project

<p>FINANCIAL VIABILITY:</p> <ul style="list-style-type: none"> The municipality has made commendable saving of up to R20 million by cutting down on operational costs. The IDP also indicates that the municipality is looking at a range of debt collection strategies to improve its collection rate. These are commendable initiatives with potential to improve the municipality's financial viability. The municipality is urged to enhance these by also investigating other alternative revenue streams. The municipality is also urged to prioritise indigent households thorough the Expanded Public Works Programme (EPWP) so as to support them out of indigent support dependency. 	<p>Credit control policy has been effected. We have revenue enhancement strategy in order to improve debt collections.</p> <p>The municipality has been implementing the credit control and debt collection process to improve the revenue collection. The financial plan of the municipality covers aspect relating to the recovery of income.</p> <p>The municipality is also sourcing new revenue sources but also improving their tariff determination process to be cost recovery basis.</p>
<p>SERVICE DELIVERY:</p> <ul style="list-style-type: none"> The IDP envisaged that the municipality provided 18 000 households with water and sanitation and 3000 in terms of electricity since 2010/2011 financial year and projects that the same number will remain until at least 2015/2016 financial year. There needs to be a revision of these numbers in line with the indigent register which must be updated. The municipality must further investigate initiatives aimed at supporting these indigents out of indigent support dependence through linking them to available employment opportunities such as the Community Works programmes (CWP). (<i>City of Tshwane's ladder of prosperity may serve as one example of how the municipality can possibly explore this</i>). The discrepancy between Statssa data and the objection by the municipality regarding the existence of buckets in Westonaria points to gaps in the provision of reliable and sustainable basic services to communities. <p>Close attention must be paid to this as it has a bearing on public perceptions of service delivery.</p> <ul style="list-style-type: none"> The plan to reduce water and electricity losses by 5% is noted and applauded. 	<p>The numbers will be reduced as and when Mohlakeng E11 and Westonaria Borwa houses at least 1260 by the end of this financial year.</p> <p>The R1 billion pronounced by the Premier at the SOPA, earmarked for the development of Syferfontein, shall also enhance service delivery as it'll be addressing the Housing backlog within WLM.</p> <p>CWP programme is implemented throughout the Greater Westonaria, and all beneficiaries are ward based recruited. The MMC Infrastructure Services consult with other ward Councillors during the recruitment process to ensure that relevant people benefit.</p> <p>This discrepancy has been dealt with. The number that reflected buckets in Westonaria was actually referring to VIP toilets.</p> <p>A WC/DM as well as the DSM for water and electricity, respectively, are being rolled out,</p>

<ul style="list-style-type: none"> The municipality is urged to utilise the Municipal Infrastructure Support Agency (MISA) programme towards attaining this target. (<i>Lesedi Municipality is an example of how to significantly reduce water and electricity losses</i>). In light of the recent Demarcation Board decision to merge Westonaria and Randfontein, the municipality is encouraged to begin investigating inter-municipal partnerships in the provision of services with Randfontein in preparation of the merger. This will go a long way in laying the foundation to standardisation of service delivery between the two municipalities which will be critical once the merger has been effected. 	<p>through WLM's Loss Control Unit. MISA is currently assisting with the None revenue water and electricity audit, and to come-up with the action plans to implement the WC/WD and DSM Plans.</p> <p>Engagements between the two Municipalities have started.</p>
<p>Spatial Planning:</p> <ul style="list-style-type: none"> The municipality has no growth management strategy as envisaged in the Gauteng Spatial Development Framework (GSDF) but instead utilises the urban edge. The municipality is urged to develop a Comprehensive Growth Management Strategy to enable it to promote compact spatial development and manage urban sprawl more effectively. There is no clear link between the spatial planning rationale and the capital investment framework. The municipality is urged to ensure that the imperatives of the Municipal spatial Development Framework form the basis for prioritization of capital investment. The municipality is also urged to integrate transport planning within relevant Spatial Planning initiatives, specifically freight and logistics hubs. The municipality is encouraged to express regional integration of public transport initiatives in the spatial planning component of the IDP. The municipality is commended for advancing urban sustainability by adopting and implementing the WRDM's Green IQ Strategy. The municipality is thus urged to adopt spatial planning responses to climate change with the focus on areas such as resource scarcity and waste output reduction. 	<p>It is expected that these will be highlighted during the engagements to discuss progress in the process of drafting a holistic Spatial Development Framework. They are key in our future development planning and all will have an action plan and programme to address them.</p> <p>Noted</p> <p>Noted</p> <p>Noted, though, ours is the LITP, feeding into the WRDM's ITP.</p>

SECTION C:**POWERS AND FUNCTIONS OF THE WLM MUNICIPALITY****4.1 FUNCTIONING OF COUNCIL**

4.2 High Level Organisational Structure



4.3 Functional Mandate

Westonaria Local Municipality performs the following schedule 4B and 5B functions in accordance with Section 156 of the Constitution of RSA (Act 108 of 1996), read together with Section 83 of the Local Government Municipal Structures Act, (Act 117 of 1998).

MUNICIPAL FUNCTIONS	AUTHORIZATION	WLM	DISTRICT MUNICIPALITY
Air pollution	No	No	
Building regulations	Yes	Yes	
Child care facilities	Yes	Yes	
Electricity and gas reticulation	No	Yes	
Firefighting services	No	No	
Local tourism	Yes	Yes	
Municipal airports	No	No	
Municipal planning	Yes	Yes	
Municipal health services	No	No	
Municipal public transport	Yes	Yes	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes	Yes	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	No	
Storm-water management systems in built-up areas	Yes	Yes	
Trading regulations	Yes	Yes	
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes	Yes	
Beaches and amusement facilities	No	No	
Billboards and the display of advertisements in public places	Yes	Yes	
Cemeteries, funeral parlours	Yes	Yes	
Cleansing	Yes	Yes	
Control of public nuisances	Yes	Yes	
Control of undertakings that sell liquor to the public	Yes	Yes	
Facilities for the accommodation, care and burial of animals	Yes	Yes	
Fencing and fences	Yes	Yes	
Licensing of dogs	Yes	Yes	
Licensing and control of undertakings that sell food to the public	Yes	Yes	
Local amenities	Yes	Yes	
Local sport facilities	Yes	Yes	
Markets	No	No	
Municipal abattoirs	No	No	
Municipal parks and recreation	Yes	Yes	
Municipal roads	Yes	Yes	
Noise pollution	No	No	
Pounds	Yes	Yes	
Public places	Yes	Yes	
Refuse removal, refuse dumps and solid waste disposal	Yes	Yes	
Street trading	Yes	Yes	
Street lighting	Yes	Yes	
Traffic and parking	Yes	Yes	

4.4 Council and Council Committees

Approval and adoption of the IDP and Budget are few of the non-delegated functions in the municipality, thus only full council has the responsibility of approving the IDP and Budget. The IDP should be approved before the end of the financial year by the municipality. IDP Representative Forum has to review and recommend that Council approves the IDP prior to Council adoption.

SECTION D:**PROCESS FOLLOWED TO DEVELOP THE IDP****5.1 Compilation of the Integrated Development Plan (IDP)**

The Local Government Municipal Systems Act 2000 defines the IDP as *“A participatory approach to integrate economic, sectoral, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity and the empowerment of the poor and the marginalised.”*

An IDP is therefore a plan that guides the activities and decisions of a Municipality for the next five (5) years in terms of Chapter 5 of the Municipal Structures Act, 2000. It is subject to a review process that should be done annually to ensure the improvement of service delivery and the effectiveness of the administration of a Municipality.

However, in the case of Westonaria Local Municipality this IDP document is for a period until the end of the current political term, ending 2016 due to the fact that there is a Municipal Demarcation Board (MDB) demarcation process currently underway that will result in the Westonaria Local Municipality and Randfontein Local Municipality merging into a single Category B municipality by 2016.

5.1.2 Status of IDP

According to the Municipal Systems Act of 2000 all municipalities (i.e. Metros, District Municipalities and Local Municipalities) have to undertake an integrated development planning process to produce Integrated Development Plans (IDPs). As the IDP is a legislative requirement, it has a legal status and it supercedes all other plans guiding development at local government level. IDP is a plan that applies to the entire Municipality based on the development plans of national and provincial government. An IDP is the basis for municipalities to:

- Identify its key development priorities;
- Formulate a clear vision, mission and values;
- Formulate appropriate strategies;
- Develop appropriate organisational structure and systems to realise the vision and the mission and;
- Align resources with the development priorities.

5.1.3 Legislative Framework

Municipalities operate within a legislative framework which consists of various statutes; the following legislative framework guided the Westonaria Local Municipal (WLM) during the IDP 2013/14 review process:

- The Constitution of RSA of 1996.
- Municipal Systems Act 117 of 2000 (MSA 2000)
- Municipal Structures Act, 1998 (MSA, 1998)
- Municipal Finance Management Act, 2003 (MFMA 2003)
- White Paper on Local Government 1998 (White Paper 1998)
- Batho Pele Principles
- Intergovernmental Relations Act, 2005 (IGR 2005)
- Municipal Demarcation Act 1998 (MDA 1998)
- Disaster Management Act, 2002 (DMA 2002)
- Local Government Property and Rates Act, 2004 (LGPR 2004)
- Municipal Planning and Performance Management Regulation, 2001 (MPPMR 2001).

5.2 PROCESS PLAN

The following is the reflection of the process plan to review IDP 2014/15 Document adopted by Council in August 2013.

5.2.1 Introduction

The Integrated Development Plan (IDP) is a single and inclusive strategic planning instrument that is intended to promote Local Economic Development, Spatial Development, Infrastructure Development, Institutional Transformation and Budget Alignment of a municipality.

The 2014/15 IDP and Budget Process Plan follow from the 2011-16 Integrated Development Plan adopted by Westonaria Local Municipality (WLM). The 2014/15 IDP is the 3rd review of the adopted 2011-16 IDPs.

5.2.2 Legislative Framework

Section 28 of the Local Government Municipal Systems Act, Act No 32 of 2000, states as follows:

- “(1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.*
- (2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.*
- (3) A municipality must give notice to the local community of particulars of the process it intends to follow.”*

Section 34 of the Municipality Systems At, Act No 32 of 2000, states as follows:

“A Municipal Council-

(a) Must review its integrated development plan –

- (i) Annually in accordance with an assessment of its performance measurements in terms of Section 41; and*
- (ii) To the extent that changing circumstances so demand; and*

(b) May amend its integrated development plan in accordance with a prescribed process.”

Furthermore, Chapter 5 of the Municipal Systems Act (Act 32 of 2000) hereinafter referred to as the Act, prescribes that municipalities must adopt and follow a process to draft, consider and adopt an Integrated Development Plan. Section 21 of the Local Government: Municipal Finance Management Act (Act 56 of 2003) states:

(a) that a “the mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality’s integrated development plan and budget -related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;

(b) At least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for –

Annual revision of an Integrated Development Plan (IDP) of Westonaria Local Municipality is needed in order to enable Council to achieve its objectives and adapt to changing circumstances.

5.2.3 Background

This plan seeks to provide guidance, timeframes, mechanisms and procedures that will be followed by Westonaria Local Municipality in reviewing its IDP for the 2014/15 as well as the approval of annual budget financial year in question.

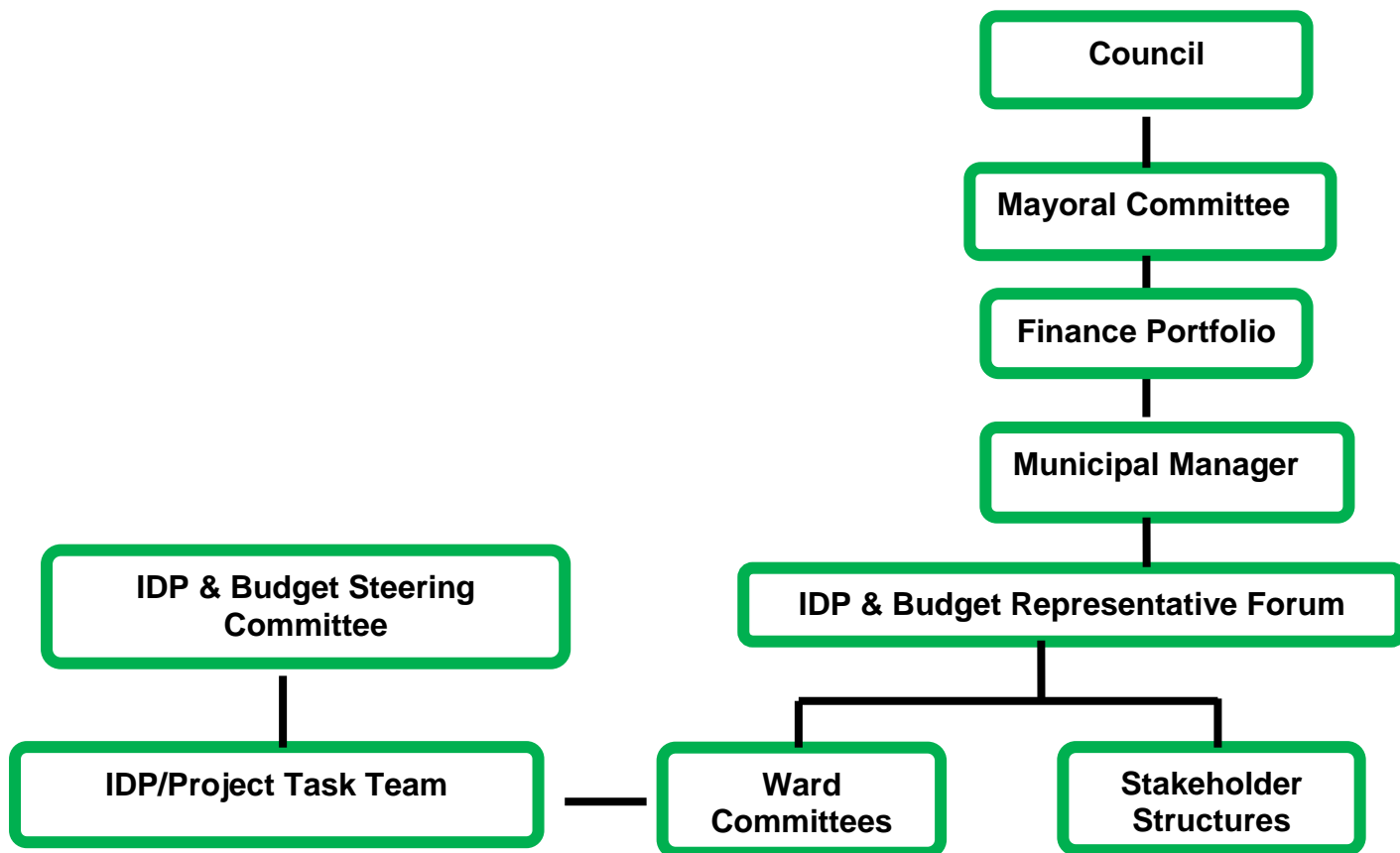
5.2.4 Processes

IDP & Budget Development Process Plan

The process plan is necessary to ensure proper management and co-ordination of the planning process. Internal as well as external alignment of the Integrated Development Plan (IDP) is needed. Efforts are to be made to align the IDP of Westonaria Local Municipality with those of the district as well as neighbouring local municipalities.

The process plan contains the following:

- Organisational Structure for IDP Process;
- Composition of Institutional structures;
- Terms of references;
- Roles and responsibilities;
- Institutional structures to manage the process;
- Mechanisms and procedure for public participation;
- Time schedule.

Organisational Structure for IDP & Budget Process:**Composition of institutional structure:****IDP & Budget Steering Committee:**

- Chaired by the Municipal Manager
- Office of the IDP/PMS Manager
- Members:
 - Strategic Executives of the respective Departments
 - Managers
 - IDP Specialist/Service Providers.

IDP & Budget Representative Forum:

- Chaired by the Executive Mayor or Nominee
- Secretariat – Steering Committee
- Members:
 - Full Time Councillors
 - Head of Portfolio's Committee's
 - Ward Councillors
 - Proportional Representative Councillors
 - Municipal Manager
 - Strategic Executives of the respective Departments
 - Managers
 - IDP Specialist/Service Providers

- Key Stakeholders
- Governments Departments
- District Municipality
- CDWs.

Terms of reference:**IDP & Budget Steering Committee:**

- Provides terms of reference for the various planning activities
- Commission research studies
- Considers and comments on:
 - Inputs from sub-committee/s, study teams and consultants
 - Inputs from provincial sector departments and support providers
- Processes, summaries and documents outputs
- Makes content recommendations
- Prepares, facilitates and documents meetings
- Secretariat for IDP Representative Forum

IDP & Budget Representative Forum:

- Represent the interests of their constituents in the IDP process
- Provide an organisational mechanism for discussion, negotiation and decision-making between stakeholders
- Ensure communication between all the stakeholders representatives
- Ensure the annual business plans and budget are linked to and based on the IDP process.
- Monitor the performance of the planning and implementation process.

Ward Committees:

- To represent interests and contribute knowledge and ideas in the planning process by:
 - Inform interest group, communities and organisations on relevant planning activities and their outcomes.
 - Analyse issues, determine priorities, negotiate and reach consensus.
 - Participate in the designing of project proposals and/or assess them
 - Discuss and comment on the draft IDP
 - Ensure that annual business plans and budgets are based on and linked to the IDP
 - Monitor performance in implementation of the IDP
 - Conducting meetings or workshops with groups, communities or organisations to prepare for and follow-up on relevant planning activities.

Roles and Responsibilities:**Municipal Council/Executive Mayor:**

- * Prepare, decide on and adopt a Process Plan.
- * Undertake the overall management and co-ordination of the planning process, which includes ensuring that:
 - All relevant actors are appropriately involved.
 - Appropriate mechanisms and procedures for public consultation and participation are applied.
 - Planning process is related to the real burning issues in the municipality, that it is a strategic and implementation-orientated process.
 - The sector planning requirements are satisfied.

- * Adopt and approve the IDP
- * Adjust the IDP in accordance with the MEC for CoGTA proposal.
- * Ensure that the annual business plans; budget and land use management decisions are linked to and based on the IDP.

Ward Councillors:

Ward Councillors are the major link between the municipal government and the residents. As such, their role is to:

- * Link the planning process to their constituencies and/or wards.
- * Be responsible for organising public consultation and participation.
- * Ensure the annual business plans and municipal budget are linked to and based on the IDP.

Municipal Manager:

The Municipal Manager has to manage and co-ordinate the IDP process. This includes to:

- * Prepare the Process Plan.
- * Undertake the overall management and co-ordination of the planning process.
- * Ensure that all relevant actors are appropriately involved.
- * Nominate persons in charge of different roles.
- * Is responsible for the day-to-day management of the drafting process.
- * Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector-planning requirements.
- * Respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council.
- * Ensure proper documentation of the results of the planning of the IDP document.
- * Adjust the IDP in accordance with the MEC for Local Government's proposals.

Strategic Executives of the respective Departments and Managers:

As the persons in charge for implementing IDP's the technical/sectional officers have to be fully involved in the planning process to:

- * Provide relevant technical, sector and financial information for analysis for determining priority issues.
- * Contribute technical expertise in the consideration and finalisation of strategies and identification of projects.
- * Provide departmental operational and capital budgetary information.
- * Responsible for the preparation of project proposals, the integration of projects and sector programmes.
- * Responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for CoGTA for alignment.

IDP Specialists/Service Providers:

External service providers to be engaged for:

- * Providing methodological/technical guidance to the IDP process
- * Facilitation of planning workshops
- * Documentation of outcomes of planning activities
- * Special studies or other product related contributions

- * Support to organised and unorganised groups and communities to more effectively engage in and contribute to the planning process.
- * Ensure the IDP is aligned with provincial and national department's budget.

Residents, Communities and Stakeholders (Civil Society):

To represent interests and contribute knowledge and ideas in the planning process by:

- * Participating in the IDP Representative Forum to:
 - Inform interest groups, communities and organisations, on relevant planning activities and their outcomes
 - Analyse issues, determine priorities, negotiate and reach consensus
 - Participate in the designing of project proposals and/or assess them
 - Discuss and comment on the draft IDP
 - Ensure that annual business plans and budgets are based on and linked to the IDP
 - Monitor performance in implementation of the IDP.
- * Conduct meetings or workshops with groups, communities or organisations to prepare for and follow-up on relevant planning activities.

Mechanisms and Procedures for Public Participation:

Process:

- * Compilation of a database of all relevant community and stakeholder organisations.
- * Informing communities and stakeholders:
 - Communities and stakeholders must be informed of the municipality's intention to embark on the Integrated Development Planning process.
 - Organised and unorganised social groups will be invited to participate in the IDP Process.

Mechanisms:

- * Ward Committees:

Councillors have to inform people within their wards by means of public ward level meetings.
- * Media:
 - Newsletters inside municipal bills
 - Notice at prominent locations.
- * Awareness Campaign:
 - Ward Meetings through Ward Councillors
 - Distribution of pamphlets and Posters to Ward Committee / Block Committee
 - Radio Announcements / Newspapers Advertisements.

Public Participation:*Venue for Public Participation*

The venue for the IDP Representative Forum will be at the offices of the Westonaria Local Municipality.

Time Arrangements for Participation

Arrangements will be made to schedule the workshops at times, which will suit the majority of the participants.

Transport Arrangements

Members of the IDP Representative Forum will be liable for their own transport costs to the respective workshops.

Arrangements for Report Backs by Representatives

Representatives will be encouraged to report back to their organisations after every session. The effectiveness of these report backs will be assessed by feedback from these organisations.

Stakeholders Comment on the Draft Document

The participation programme will make sufficient allowance for stakeholders to comment on documentation before finalisation by the IDP Steering Committee.

Council Meeting for Approval

Council meetings for the approval of the IDP will be open to the public.

Availability of the IDP Document to all Stakeholders

Copies of the final IDP document will be available to all stakeholders and communities.

Procedures for alignment

Section 31(c) of the Municipal Systems Act, (Act 32 Of 2000), requires the municipality to align its IDP with the IDP's of municipalities within the area of jurisdiction of the district municipality where such a municipality is located. Furthermore, this section provides that the integrated development plan of a municipality must be aligned to national and provincial plans of organs of the state. In this regard, the Gauteng department of Local Government and Housing through the MIDP unit continuously facilitates meetings of all municipalities, national and provincial departments and parastatals to iron out issues of alignment.

Time schedule and action programme

In summary, the respective time – frames are as follows:

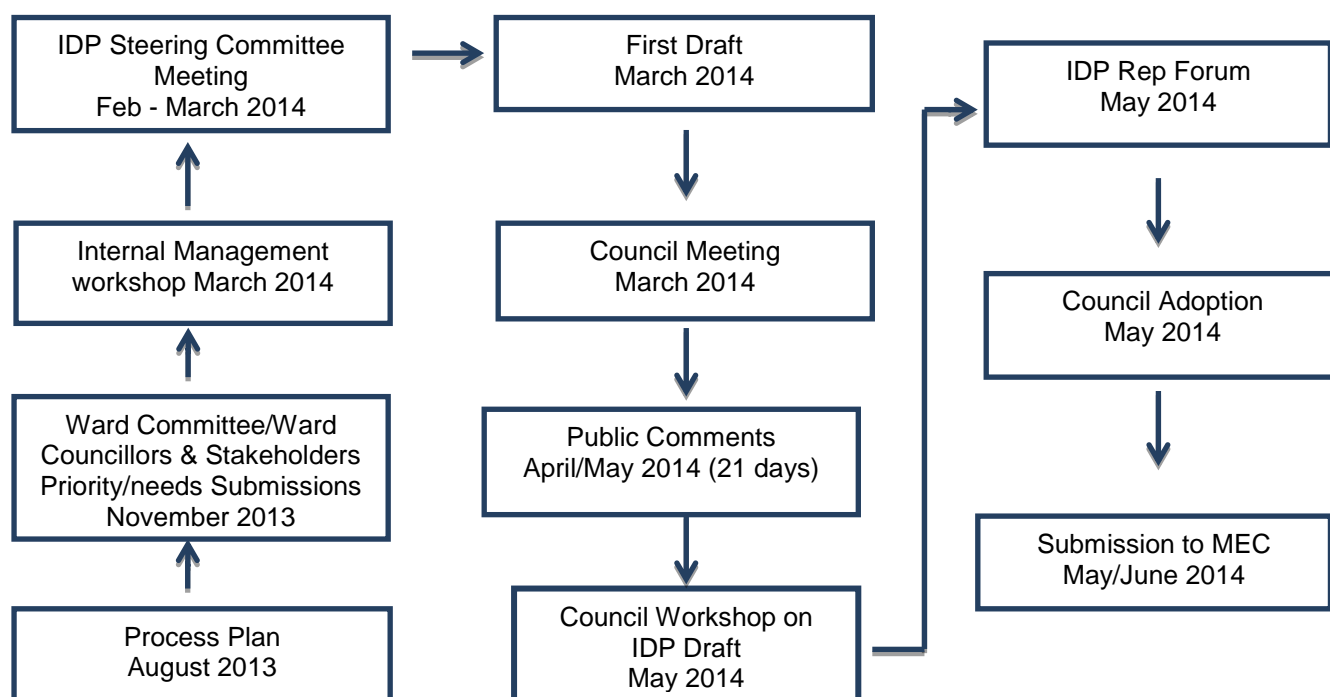
Phase I:	Analysis	-	Completed end February
Phase II:	Strategies	-	Completed end March
Phase III:	Projects	-	Completed end January
Phase IV:	Integration	-	Completed end February
Phase V:	Approval	-	Completed and submitted by end May.

The time resource requirements and action programme for the Westonaria Local Municipality are reflected in the table below:

5.3 PROPOSED BUDGET AND IDP TIME TABLE: 2013/14 FINANCIAL YEAR

NO.	ACTIVITY	TIMETABLE
1	Approval of the budget process by Council	End of August 2013
2	IDP Process Plan Approval	August 2013
3	Workshop on compilation of operational plans	First week of September 2013
4	IDP Process briefing	October 2013
5	Compilation of operational plans	The whole of October 2013
6	IDP Compilation of priorities	October – November 2013
7	Compilation of budget policy and budget guidelines	October and November 2013
8	Review of current operational budget	October 2013
9	Submission of revised current operational budget and proposed tariff increases to Municipal Manager	Second week of November 2013
10	Submission of operational plans, budget policy and budget guidelines to MM	First week of December 2013
11	Submission of revised current operational budget and proposed tariff increases to Mayoral Committee	First week of December 2013
12	IDP Submission of priorities	December 2013
13	Submission of operational plans, budget policy and budget guidelines to Mayoral Committee	Second week of January 2014
14	Compile and submit budget guidelines and budget format to MM	Second week of January 2014
15	IDP In-depth analysis of priorities	January 2014
16	Detail budget inputs by departments	End January 2014
17	IDP Consolidation of key development priorities	February 2013
18	First draft Budget	Second week of February 2014
19	IDP Key Projects	February 2014
20	Presentation to Mayoral Committee	Last week of February 2014
21	First Draft IDP	March 2014
22	First IDP draft workshop	March 2014
23	IDP Strategies Review	March 2014
24	Prepare three year budget	First week of March 2014
25	Tabling of Draft IDP and Budget in Council	31 March 2014
26	IDP Public Comments	April 2014
27	IDP Rep Forum	April /May 2014
28	IDP Amendments to the first draft	April 2014
29	IDP 2 nd Draft Workshop	May 2014
30	Public Participation Consultation	Whole of April 2014
31	Adjustment after community consultation and preparation of second draft budget	First week of May 2014
32	Submission of 2 nd Draft budget to Mayoral Committee	2 nd week of May 2014
33	Submission of final budget by Executive Mayor	Last week of May 2014
34	IDP and Budget approval	31 May 2014
35	Publication of IDP and Budget	Directly after approval
36	Submission to National Treasury	Second week of June 2014
37	IDP submission to MEC	Jun 2014
38	Submission of SDBIP to Mayor	14 days after approval of budget
39	Approval of SDBIP	28 days after approval of the budget
40	Announce new budget cycle	2 nd week of July 2014
ANNUAL REPORT		
NO.	ACTIVITY	TIMETABLE
41	Tabling of the Draft Annual Report to Council	August 2013
42	Submission of Draft Annual Report to MPAC	August 2013
43	Submission of Annual Report to Auditor General	August 2013
44	Publication of the Draft Annual Report	August 2013
45	Tabling of the Annual Report	Nov/Dec 2013
46	Publication of the Annual Report & Oversight Report	Dec 2013
47	Prepare 2015/16 IDP Review Process	July 2014

5.4. SUMMARY OF IDP REVIEW WORK PLAN 2013/14



Stakeholders Participation

Notices of the public meetings are published in the newspapers and English is the language used.

Notices of the said meetings are translated into Tswana and Zulu languages and are put up at clinics, libraries and Council's notice boards, thereby acknowledging the diversity of the community, gender, language and educational levels.

Messages communicating the purpose of the meeting, date and time are prepared for the various wards. The messages are broadcast using the loud-hailing system in the relevant wards inviting the community to participate. Technology namely the Short Message System (SMS) method was applied which seemed to be more cost effective.

Ward Councillors, Ward Committees, Community Development Workers (CDWs) and other stakeholders e.g. the youth, disabled, senior citizens etc. were approached to disseminate information to the various communities.

IDP Assessment

The annual IDP assessment requires all municipalities to submit the IDP which was approved by Council to the MEC for CoGTA in order for the provincial departments to assess how credible the IDPs are, and to provide a provincial perspective that should be considered in preparation of the upcoming IDP financial year.

SECTION E:**SPATIAL ECONOMY AND DEVELOPMENT RATIONALE****WESTONARIA SPATIAL DEVELOPMENT FRAMEWORK: SUMMARY**

A Spatial Development Framework (SDF) is a framework that seeks to guide overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP. The aims of a spatial development framework are to promote sustainable functional and integrated human settlements, maximise resource efficiency, and enhance regional identity and unique character of a place¹.

The Spatial Planning and Land Use Management Act (SPLUMA), 16 of 2013, stipulates the contents of a municipal spatial development framework –

“21. A municipal spatial development framework must—

- (a) give effect to the development principles and applicable norms and standards set out in Chapter 2;*
- (b) include a written and spatial representation of a five-year spatial development plan for the spatial form of the municipality;*
- (c) include a longer term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern for the next 10 to 20 years;*
- (d) identify current and future significant structuring and restructuring elements of the spatial form of the municipality, including development corridors, activity spines and economic nodes where public and private investment will be prioritised and facilitated;*
- (e) include population growth estimates for the next five years;*
- (f) include estimates of the demand for housing units across different socioeconomic categories and the planned location and density of future housing developments;*
- (g) include estimates of economic activity and employment trends and locations in the municipal area for the next five years;*
- (h) identify, quantify and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years;*
- (i) identify the designated areas where a national or provincial inclusionary housing policy may be applicable;*
- (j) include a strategic assessment of the environmental pressures and opportunities within the municipal area, including the spatial location of environmental sensitivities, high potential agricultural land and coastal access strips, where applicable;*
- (k) identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable;*
- (l) identify the designation of areas in which—*
 - (i) more detailed local plans must be developed; and*
 - (ii) shortened land use development procedures may be applicable and land use schemes may be so amended;*
- (m) provide the spatial expression of the coordination, alignment and integration of sectoral policies of all municipal departments;*
- (n) determine a capital expenditure framework for the municipality’s development programmes, depicted spatially.”*

¹ Ibid.

In this section, a short executive summary of the Westonaria SDF will be presented. For more detail, please consult the full document.

As a first step in the SDF process, the current situation and trends in the area were analysed. From the analysis, the following spatial issues have been identified:

- There is very limited scope for new development north of the ridge due to dolomitic conditions. The established settlements e.g. Westonaria, Simunye, Bekkersdal and Venterspost cannot be expanded / can only be expanded in a very limited way.
- Irreplaceable environmental areas have been identified that should be protected (Gauteng CPlan); the ridge also requires better protection.
- Most new development is planned for the north east corner of the area. This area may in the long term future form an integrated regional development node with the areas across the boundary in City of Joburg (residential, shopping, industrial developments).
- The area south of the ridge is mostly used for agriculture and mining.
- The possible Thusanang development is very isolated in terms of development in the rest of the municipal area (i.e. the only settlement south of the ridge and not part of the main development axis around the N12 / R28, with a proposed community of under 10 000 households).
- Remaining challenges are informal settlements (Bekkersdal, Waterworks and Thusanang), and households living in the rural wards in general have lower levels of access to services.
- Merger with Randfontein LM will hold certain administrative challenges but will not substantially impact of spatial form of development as the areas are similar in nature and already form part of an integrated functional region.

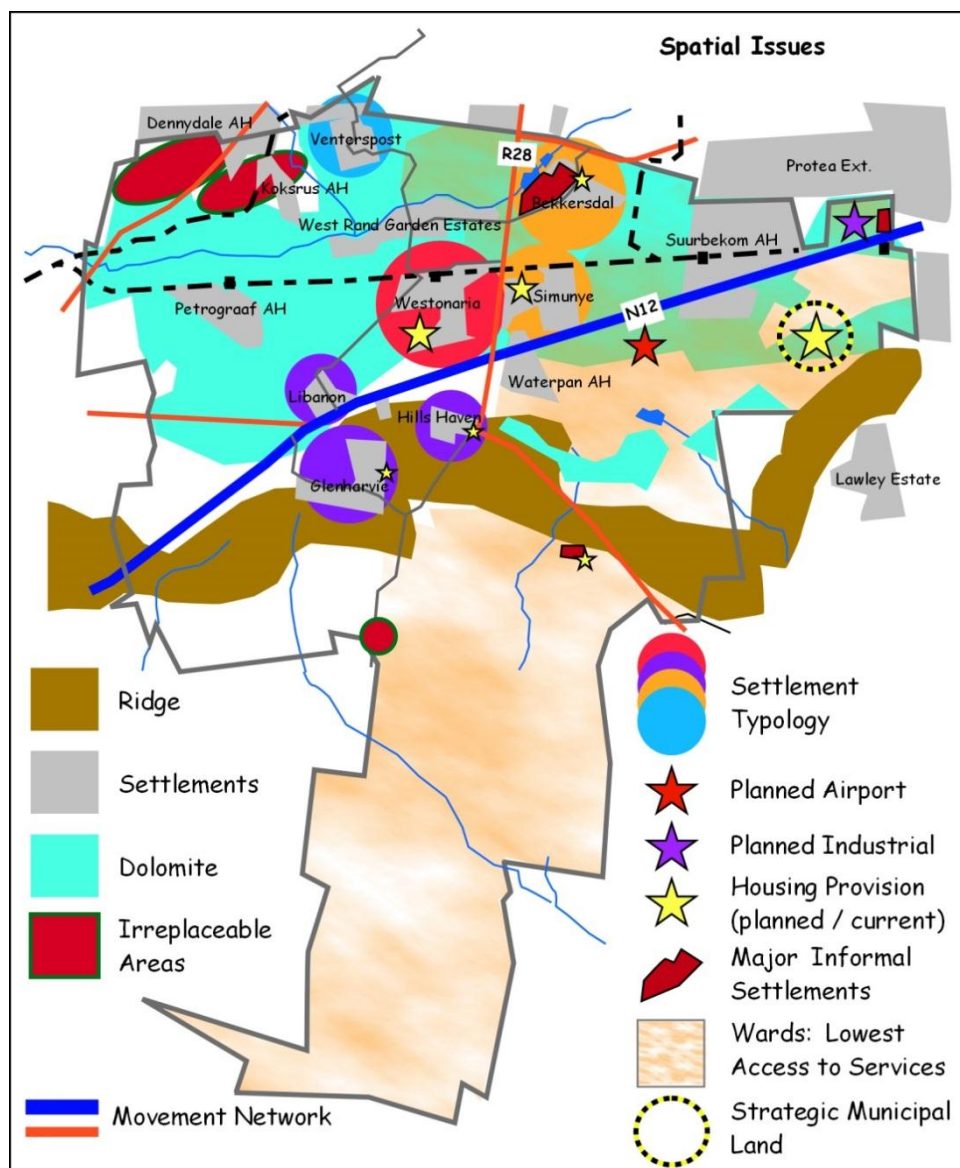


Figure 1: Spatial Issues

The vision, mission and strategic goals of Westonaria were analysed with the view to formulate spatial development principles. A spatial form reflecting these goals would be characterised by:

- Higher residential density and more intensive development to facilitate more sustainable provision of services, limiting sprawl and supporting public transport.

- Mixed land use to minimise travel between work, home and urban amenities and also to support 24-hour use of areas.
- Limitation of sprawl in consideration of local environmental factors, i.e. avoiding dolomite risks and limiting impact on sensitive areas e.g. ridge.
- Location of new development to facilitate integration with economic and social opportunities of surrounding region.

In order to realise these principles, it is proposed that higher intensity development be concentrated in the northern part of the WLM, incorporating Westonaria town, Simunye, Zuurbekom AH and new proposed developments including Farm Syferfontein housing development, proposed air field and proposed industrial area.

Other urban settlements should be consolidated, ensuring optimum densities are achieved and that basic and community services are available. These settlements should not be expanded, due to environmental concerns (dolomite risks and encroachment on ridge area respectively). Public transport should form an integral part of new development and/or redevelopment, with the principles of Transport Oriented Development (TOD) applied in designated zones around rail stations / BRT stops.

The planned Thusanang development should be considered in view of access to employment opportunities, availability of services and environmental conditions. Should this development go ahead, it is recommended that it be established as a rural service node / agricultural settlement. The remainder of the area in the WLM should be retained for agricultural and mining purposes, subject to minimising environmental impact.

The above concepts are shown in the Conceptual Framework:

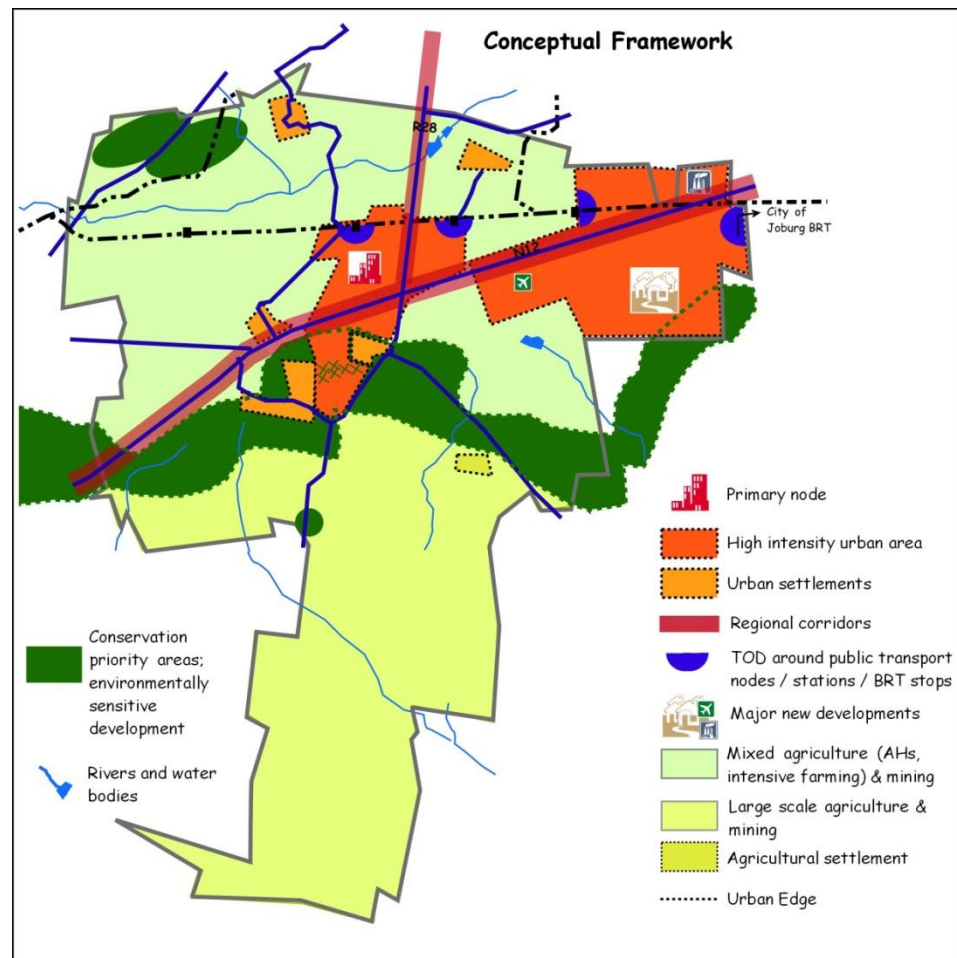
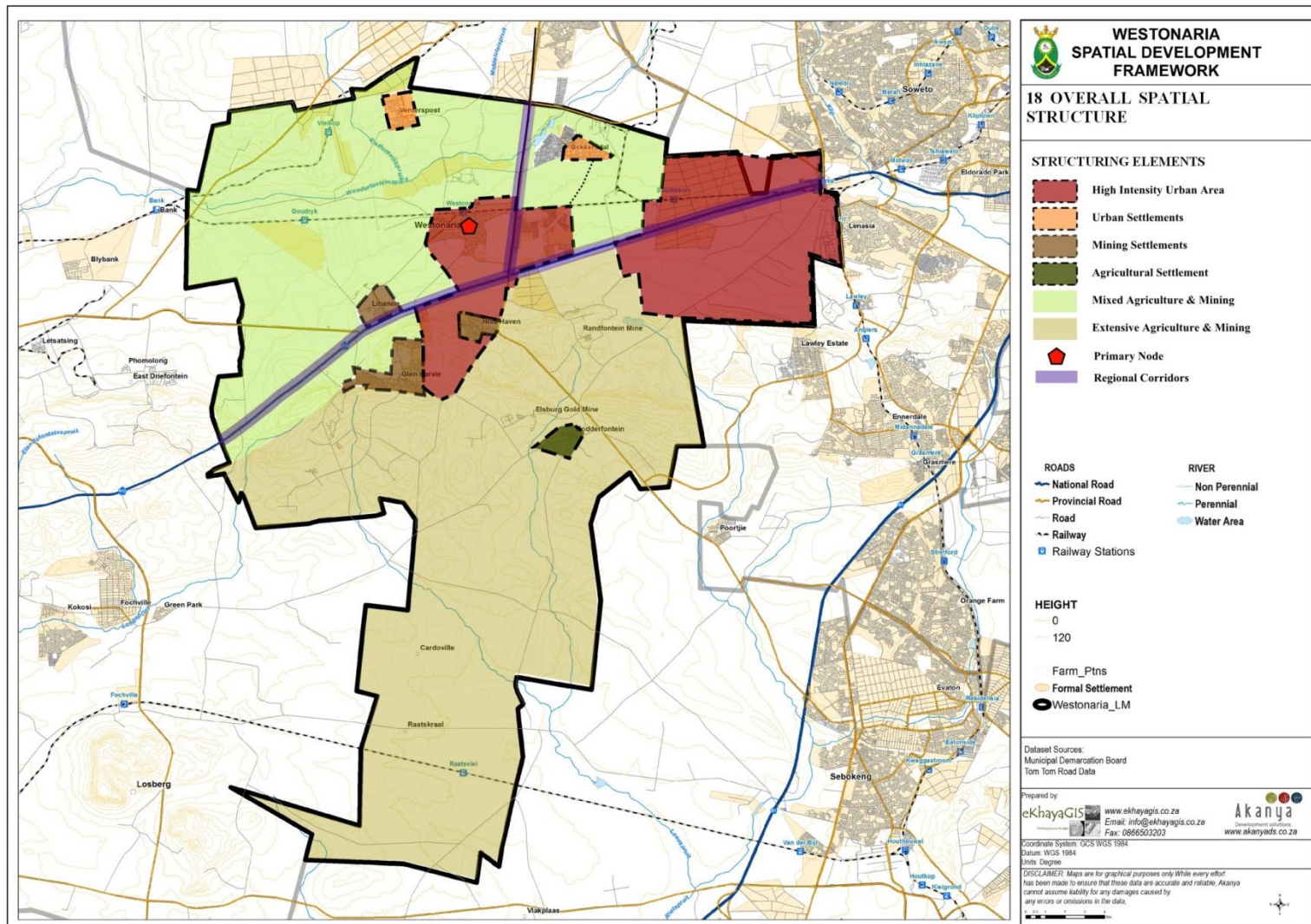


Figure 1: Conceptual Framework

The Westonaria SDF consists of two levels of plans. Firstly, the overall plan shows the spatial structure of the area. More detail is provided by the second level of plans, i.e. land use frameworks for every major settlement.



The overall spatial structure of Westonaria will be composed of the following elements:

- The main regional service and employment nodes, as well as secondary / local nodes (existing and proposed).
- The main development corridors.
- The regional and local movement network, facilitating both mobility and accessibility.
- The overall land use structure, e.g. high intensity urban areas, secondary urban and rural settlements, agricultural and mining areas.

Figure 2: Spatial Structure

The main elements of the proposed land use structure of the WLM are the following:

Land Use Element	Description
High Intensity Urban Area	<ul style="list-style-type: none"> This area is reserved for higher intensity urban uses including: <ul style="list-style-type: none"> Business uses Industrial / commercial uses Urban residential (low to high density formal residential) Related uses including community services and amenities, public transport facilities, urban agriculture, sports and recreations facilities, etc. The extent of the high intensity urban area is determined by the inner development edge (see growth management below). Due to underlying dolomite in the area, the density, height and floor area perimeters of specific developments are subject to detailed geological studies and recommendations. The future development of specific settlements within the high intensity area is guided by local frameworks (see local frameworks for Westonaria, Simunye and greater Syferfontein below).
Primary Node	<ul style="list-style-type: none"> Within the high intensity urban area, Westonaria is the primary node providing a concentration of employment and urban services to the surrounding local region. The primary node consists of: <ul style="list-style-type: none"> The established Westonaria CBD, with future development to be consolidated along an activity street as a central spine in the CBD A proposed transport oriented development precinct around Westonaria Station Provision for low-key non-residential uses along an activity spine An established industrial area, with proposed extensions to the north An established residential area surrounding the CBD New residential extensions, including the Westonaria Borwa development and extensions to Simunye. Some of these residential extensions are in the form of infill development between established residential areas of Westonaria and Simunye. For detailed land use guidelines, please see local frameworks for Westonaria and Simunye below.
Other Urban Settlements	<ul style="list-style-type: none"> In addition to the primary node, other urban settlements exist outside the identified high intensity urban area, i.e. Bekkersdal and Venterspost. These settlements cannot densify or expand due to dolomitic conditions, and the status quo should be retained as indicated on local frameworks below. Another unique feature of the WLM spatial structure is the existence of settlements established by mining houses, i.e. Glenharvie and Hillshaven, which are now formally established townships and which function and self-contained urban settlements with residential accommodation, small retail facilities, school / community facilities and sports facilities. The status quo should be retained in these areas. The Libanon and Waterpan mine settlements, which are substantially smaller than the abovementioned settlements, have not yet been formalised as townships. Developmentally, the status quo should be retained in these areas, and the potential impact of formalisation should be investigated.
Restricted Areas	Some areas in the WLM are not suitable for development due to dolomitic conditions, the long-term effect of mining activities and ecological sensitivity.

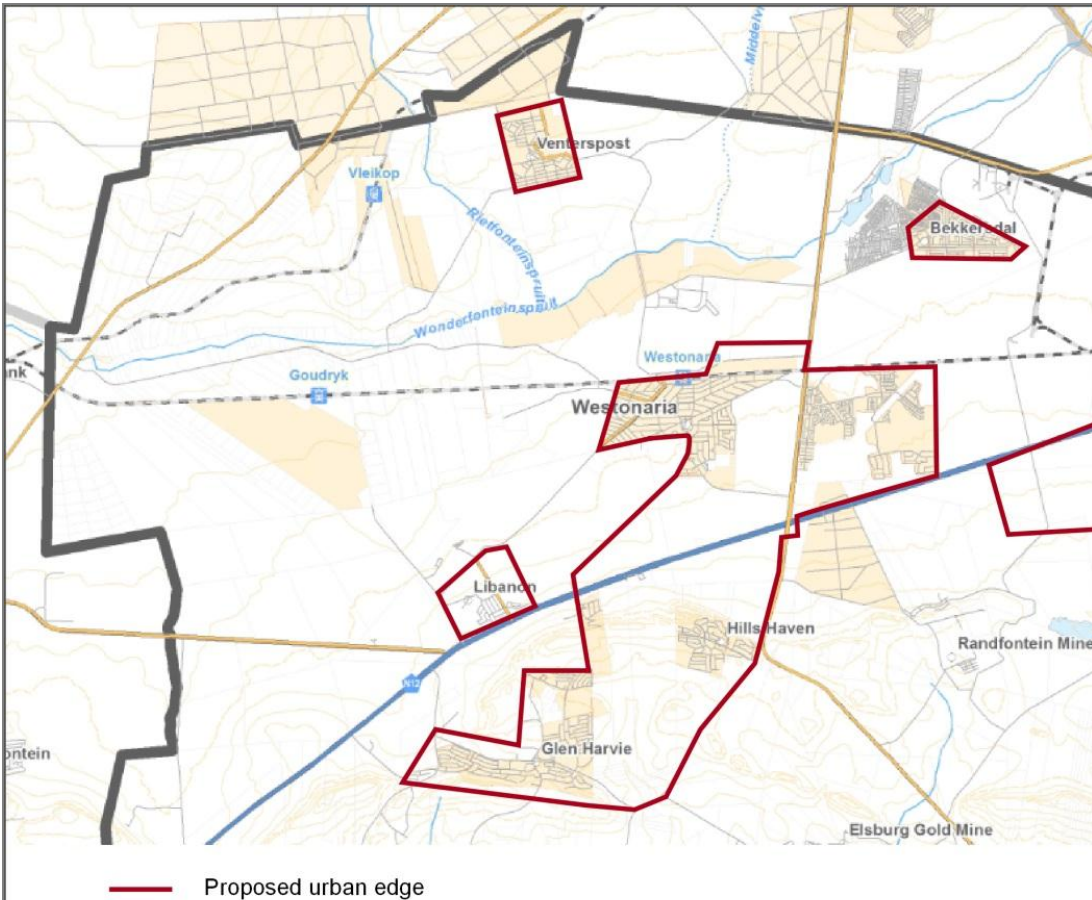
Table 1: Land Use

The main elements of the movement network are:

Movement Element	Description
Regional Mobility Routes / Primary Activity Corridors	<ul style="list-style-type: none"> • Primary function is mobility / connectivity across region. • High intensity / large scale mixed uses, but with no direct access to preserve mobility function (use of service roads). • N12 and R28
Mobility Routes	<ul style="list-style-type: none"> • Routes that facilitate mobility in local areas. • Mobility routes are indicated on the different local area plans (see below).
Secondary Activity Corridors	<ul style="list-style-type: none"> • Concentration of smaller scale mixed use activity along sections of some of the mobility routes, but direct access limited / controlled to preserve mobility function. • Low intensity mixed uses are non-residential uses (excluding retail, industrial / commercial) and include home offices / small scale offices, community services, higher density residential, and other uses as may be permitted in term of WLM policy for the specific area. • Designated secondary activity corridor: Edwards Street between Bridges and Mullin in the Westonaria CBD
Activity Streets	<ul style="list-style-type: none"> • High intensity mixed uses along road, direct access to uses. • Uses include business uses (including retail), community services and higher density residential • Designated activity streets: central Westonaria CBD – refer to local area plan (see below)
Proposed new links	<p>Establishment of grid pattern main roads in infill areas to enhance connectivity and integration</p> <p>Proposed new links indicated in this document are conceptual to illustrate principle.</p>
Public transport	<ul style="list-style-type: none"> • The public transport network in the WLM consists of: <ul style="list-style-type: none"> ○ Railways and rails stations ○ Taxi ranks • Transport oriented developments are proposed for the following stations: <ul style="list-style-type: none"> ○ Randfontein Station (medium term, precinct plan required) ○ Simunye Station (medium term, precinct plan required) ○ Potential TOD in Greater Syferfontein if link into City of Joburg BRT can be established (long term, feasibility to be investigated) ○ Potential TOD in Zuurbekom (long term, dependent on residential densification / availability of services) • Public transport points and proposed TOD areas are indicated on local area plans (see below).

Table 2: Movement

To ensure the consolidation and integration of the disparate urban settlement in the WLM and also to mitigate dolomite risks, it is necessary to restrict new development to delineated focus areas. It is proposed that an urban edge be applied as the primary growth management mechanism, with detailed development constraints within the urban edge to be set in terms of the dolomite risk management database developed for the West Rand District:

Urban edge	
West Rand Dolomite Risk Assessment ²	

² WRDM. 2009. West Rand District Municipality: Dolomite Risk Management Strategy Incorporating A Risk Management Data Base System And Related Functions.

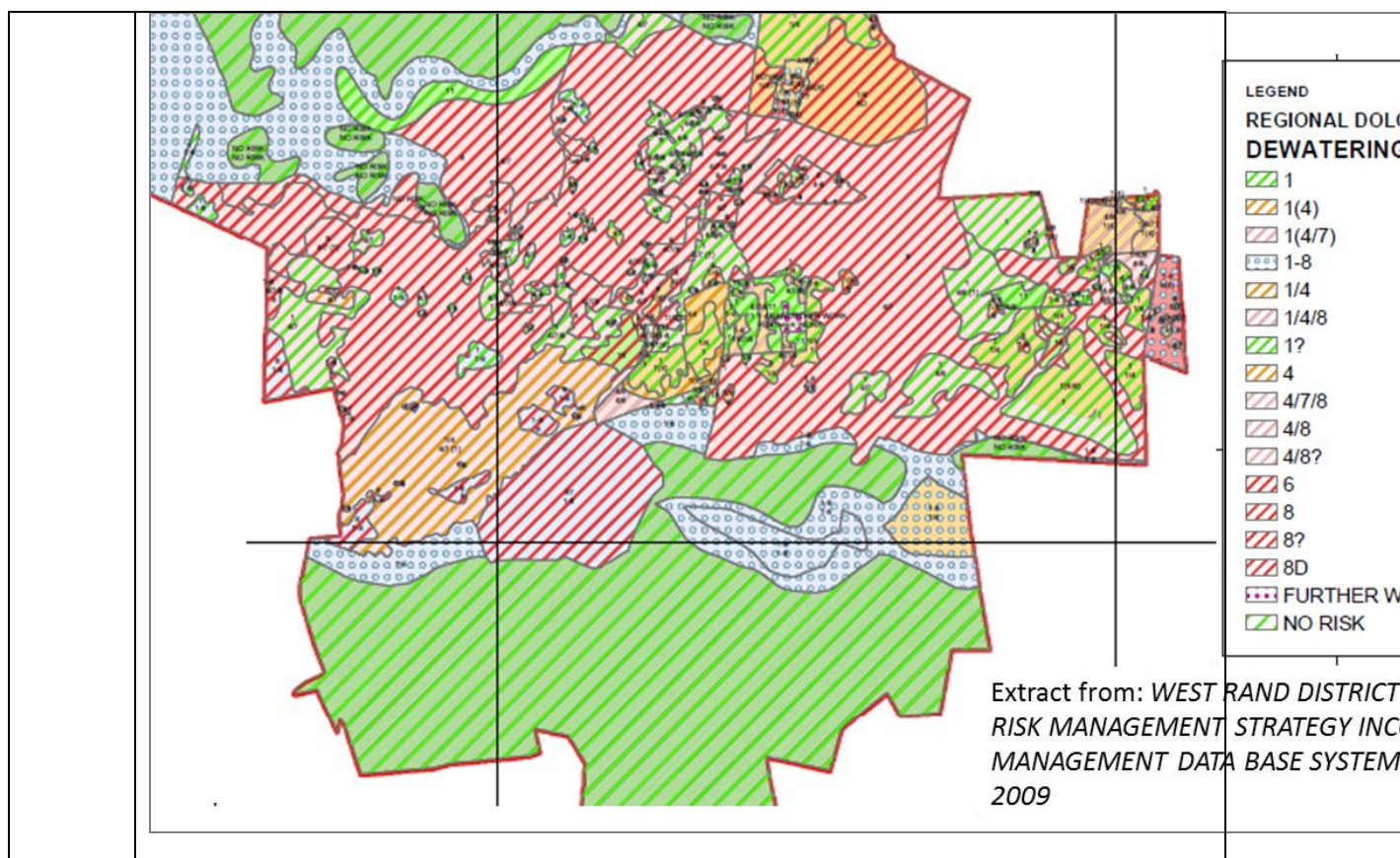
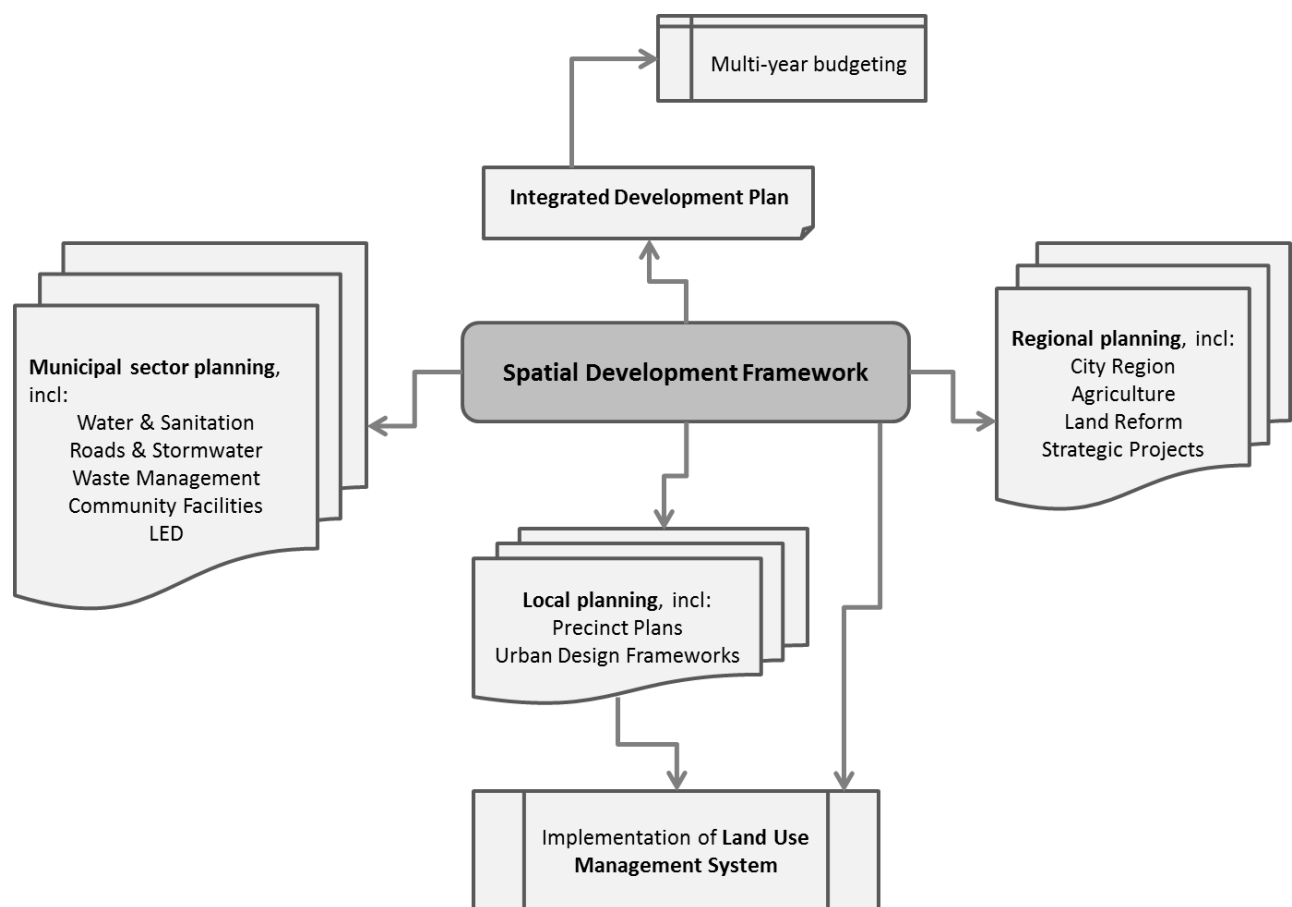


Table 3: Growth Management

Table 4: The second level of plans refer to six (6) land use frameworks for different settlements and proposed developments in the WLM, as presented on the consolidated SDF map below. For more detail regarding the land use frameworks, please consult the full SDF document.

In terms of implementation, the Spatial Development Framework is a key strategic document that links to other planning processes. The nature of these links is as follows:



1- Land use planning and management: The SDF provides guidelines for more detailed planning and precinct level. Together with more detailed spatial planning, it provides direction to the land use management system. This could include active direction, e.g. inclusion of an envisaged future land use layer in the Town Planning Scheme (Land Use Scheme), and/or assessment of changes in land use and new developments in terms of the guidelines set by the SDF and more detailed plans.

2- Sector planning: the location and extent of land uses in spatial planning gives direction to more detailed sector and services planning, e.g. future extension of bulk capacity, areas to be prioritised for services, number and type of community services required, etc.

3- The SDF serves as strategic input into the IDP process, by indicating the key investment areas and type of interventions required for specific areas. This, together with other processes such as organisation planning and community input, form the basis for strategy and project identification in the IDP process. It can also be an input into the prioritisation of projects in the IDP process. In turn, IDP project planning forms the basis of the multi-year budget.

Figure 3:SDF Process Linkages

4- The local SDF is an important input into broader, regional planning processes, e.g. provincial and district spatial and services planning. It can serve as a key alignment mechanism to coordinate priorities and implementation across a region.

The following priority interventions are proposed in the SDF:

Area	Priority Interventions	Timing
Westonaria Town and CBD	Urban renewal and upgrade of streetscape: sections of Allan and Edwards Street.	ST
	Urban design framework for the core area of the CBD to contribute to create a more distinguishable sense of place / local character.	MT
	Precinct Plan including feasibility study: TOD Precinct	MT
	Upgrading / management of taxi ranks.	ST / Ongoing
	Environmental study / environmental assessment / environmental management plan for ridge area included in urban edge to set development conditions and limitations.	ST
Simunye	Develop detailed precinct plan for TOD precinct, local node and secondary activity corridor; secure funding the development of civic facilities to kick-start the development of a formal local node.	ST
	Construct / complete the link road between Bekkersdal and Simunye.	ST
Greater Syferfontein	Develop detailed local development framework / precinct plan for area.	ST
	Bi-lateral consultations with the City of Joburg regarding links into the southern section of the BRT system.	MT
	Construction of new water treatment works.	ST
	Obtain relevant legal permission from land owners (City of Joburg) to proceed with development of portions of Farm Syferfontein.	ST / Urgent
	Complete regional airport feasibility study.	ST
Bekkersdal	Relocation of informal settlement to safe area.	ST
	Consolidation of local node for daily convenience good through enterprise development / LED initiatives.	MT
	Construct / complete link road with Simunye.	ST
Thusanang	The completion of an Environmental Impact Assessment process to determine suitability for residential development.	ST
	A feasibility study to determine if the benefits of settling a community in the area are significant enough to counter the cost of service provision and locational disadvantages of the site.	MT - dependent on outcome of EIA
	The provision of bulk service capacity (water, sewerage and electricity) and well as service provision to households.	LT – dependent on outcome of EIA
	The consideration of a subsidised public transport service (feasibility study).	LT – dependent on outcome of EIA
Rural areas	Develop district-wide Mining Areas Development Plan (see section above for detailed content proposals).	MT

SECTION F:**STATUS QUO ASSESSMENT****7.1 WLM Assessment**

Westonaria Local Municipality is a Category B municipality within Gauteng Province, and forms part of West Rand District Municipality which consists of four local municipalities namely: Mogale City, Randfontein, Merafong City and Westonaria Local Municipality, (with an Executive Mayor Governance System).

The Westonaria Local municipality (WLM) is not unique from other similar local municipalities in the country since it also faces challenges relating to balancing the escalation of urban developmental needs and assets management challenges, high rate of poverty, unemployment and crime, non-payment of services culture by the community, declining mining sector, geo-technological complexities, unavailability of scarce resources, electricity tariff escalation, and inadequate resources to deal with increasing demands.

The challenges that the municipality are facing were identified through a process of analysing and acknowledging them and were used as the basis to justify strategies, approaches and sector plans with specific interventions.

As indicated in this Integrated Development Plan (IDP) document, the municipality has land available for development through partnerships with land owners, agricultural development, transport, Westonaria Urban Renewal, applying the new formula for the equitable share and the 2016 Uni-city Vision.

WLM has committed itself to ensure provision of sustainable basic service delivery to its communities, excel in internal municipal business by positioning itself strategically, integrate sustainable development and provide a democratic and accountable government for local communities by broadening local democracy.

The following section highlights the states of affairs in the municipality in relation to Six (6) Key Performance Areas (KPA's):

NATIONAL KEY PERFORMANCE AREAS	WLM KEY PERFORMANCE AREAS
1. Basic Service delivery	KPA 2 and 4
2. Local Economic Development	KPA 3
3. Municipal Transformation and Organisational Development	KPA 6
4. Municipal Financial Viability and Management	KPA 6
5. Good Governance and public Participation	KPA 5
6. Spatial Analysis	KPA 1

NATIONAL KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY
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Strategic Goal 2: To ensure the provision of sustainable basic services to communities

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Physical infrastructure (Roads, Electricity network, Public amenities)</i>	Kilometre of road (and storm-water drainage) construction (km)	3		3 373 000	8 000 468.97	10 486 918.21	14 000 000.00
	Storm water drainage maintenance completed (km)	30		1 002 200			
	Roads maintenance completed	60					
	Dirt roads maintenance completed (km)						
	Potholes on municipal roads repaired (%)						
	Tarred roads resurfacing (10 km)						
	Sidewalks maintenance			81 200.00			
	New bulk electricity supply capacity planned vs acquired (MVA) (%)	100	88 012 440.00	86 262 00	7 578 654.94	17 950 469.00	7 063 005.00
	Electricity maintenance plan targets met (%)	85	2 000 000.00	1 400 000.00			
	Number of repairs and maintenance						
	New street lights installed (n)	300			1 000 000.00		
	Street light defaults registered versus repaired (%)	80		350 000.00			
	Percentage of maintenance plan target met achieved.						
	Performance against quality of electricity supply standards (%)	100					
	Building maintenance plan targets met (%)	80					
	New electrical services connections applications received versus installed (%)	90	91 115.70		7 000 000.00	12 000 000.00	20 000 000.00
	Public amenities developments planned versus implemented (%)	100					
	Zuurbekom MPCC						

Strategic Goal 2: To ensure the provision of sustainable basic services to communities (cont.)

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
	Public facilities maintenance plan targets met (%)	80					
<i>Municipal services (Water, Sanitation, Solid waste removal)</i>	Emergency incident received vs resolved within specified time (%)	90					
	Households serviced with portable water						
	Unaccounted water losses reduction (%)	5					
	Unaccounted electricity losses reduction (%)	5		2 000 000.00	4 000 000.00		
	Installed water meters			120 000.00			
	Uninterrupted water supply (%)	90					
	Applications for new water connections received versus new water connections installed (%)	90	258 075.37				
	Access to water planned versus provided (%) (informal settlements)	90		1 753 725.00			
	Water network maintenance plan targets met (%)	80		1 500 000.00			
	Bulk water capacity available versus required (%)	95	114 258250.00	113 385 275.00			
	Bulk sanitation capacity planned versus implemented (%)	90		700 000.00			
	Demand vs supply Bulk water capacity available versus required (%)				21 879 541.12		
	Sewer maintenance plan targets met (%)	80					
	Repairs and maintenance plan		19 996 117.45	18 496 000.00			
	Blue drop results green drop results -	95 69		1 500 000.00			
	Performance against effluent treatment standards (%)	90					

Strategic Goal 2: To ensure the provision of sustainable basic services to communities (cont.)

PERFORMANCE INDICATOR		TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Municipal services (Water, Sanitation, Solid waste removal)</i>	New water borne sewer applications received versus connections installed (%)	100					
	Increase in access to solid waste removal (%)	90				4 487914.00	4 000000.00
	Performance against landfill sites standards (%)	90					
	New service areas with communal waste skips planned versus implemented (%)	70					
	Performance against Street Cleaning & Public Facilities	100		4 999 000.00			
	Performance against planned solid waste removal standards (%)	90	13 830872.74	15 831 000.00			

NATIONAL KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY (Cont.)
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Strategic Goal 4: To provide a safe and healthy environment

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Environmental management (Waste, Parks and Cemetery Management)</i>	Parks planned for development versus provided (%)	90					
	Cemeteries services planned versus provided (%)	90	287 495.89	5 160 000.00	4 000000.00		
	Parks services planned versus provided (%)	90		6 704 000.00			4 951 292.00
<i>Community safety</i>	Traffic services planned versus provided (%)	90	7 400 000.00	3 320 000.00			
	Performance against licensing agency service level agreement (%)	90	11 386 119.78	6 137 000.00			
	By-laws enforcement programmes planned vs implemented						
	Number of municipal by-laws developed and reviewed.	90		50 000.00	0		

The following are programmes relating to Infrastructure Services and more details on these programmes are packaged as annexures this document:

1. Regional Integrated Transport Plan
2. Draft Housing Plan
3. Electricity Master Plan
4. Water Services Development Plan
5. Water Safety Plan
6. Draft Spatial Development Framework.

Provision of basic services deliveries to communities within WLM**Water:**

The Water Services Development Plan was valid till December 2013 and the national target for this service is 2014. 90 households which are on private land are serviced through water tanks. Dale and Jack Fontein areas are without access in terms of the basic service standards reasons being that there are no reticulation infrastructure and bulk infrastructure. Yard Connection for formal and Informal Settlements is 200m radius.

WLM is a Water Services Authority. The municipality does have a Draft Indigent Policy and 6 k/ of free basic water service is provided on a monthly basis to households. The challenges faced by the municipality in regard to water are water losses which are due to dilapidated network which is mostly Asbestos Cement Pipes.

Draft operations and maintenance plan is in place. WLM has storage of (147 MI) in 7 Concrete Reservoirs and 39 Km of Bulk network. Facilities such as schools, clinics, police stations, etc. are all supplied with water through yard connections.

WARD 1:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Thusanang	3489	3464	25	0	Township Establishment as it is still an Informal Settlement with Communal stand pipes. The Private Property Owners are being engaged to up the service for the Jack Fontein area.

WARD 2:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Glenharvie & Leeudoorn	3117	3117	0	0	None, as there are piped water inside dwelling.

WARD 3:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Kloof	257	257	0	0	None, as there are piped water inside dwelling.

WARD 4:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria (Town)	1610	1610	0	0	None, as there are piped water inside dwelling.

WARD 5:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Libanon & Venterspost	2001	1936	65	0	None, as there are piped water inside dwelling, except for Danny Dale where private property owners are being engaged to up the level of service.

WARD 6:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria (Town) & Hillshaven	2327	2327	0	0	None, as there are piped water inside dwelling.

WARD 7:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1, 5 & 7	2408	2408	0	0	None, as there are piped water inside dwelling.

WARD 8:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1,2,3 & 4	2759	2759	0	0	None, as there are piped water inside dwelling.

WARD 9:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2624	2624	0	0	Relocation of the Settlement to a habitable site.

WARD 10:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Silver City , Spoke town & Bekkersdal formal	3093	3093	0	0	None, for Formal Settlement as there are piped water inside dwelling and relocation of the Informal Settlement to a habitable site.

WARD 11:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2155	2155	0	0	Relocation of the Settlement to a habitable site.

WARD 12:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal formal	3033	3033	0	0	None, as there are piped water inside dwelling.

WARD 13:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal formal	2228	2228	0	0	None, as there are piped water inside dwelling.

WARD 14:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	3183	3183	0	0	Relocation of the Settlement to a habitable site.

WARD 15:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Formal & Informal	2494	2494	0	0	None, for Formal Settlement as there are piped water inside dwelling and relocation of the Informal Settlement to a habitable site.

WARD 16:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Zuurbekom & Waterworks	3325	3325	0	0	None, for Zuurbekom as there are piped water inside dwelling and relocation of the (Waterworks) Informal Settlement to a habitable site.

Sanitation:

The Water Services Development Plan was valid 'till December 2013 and the national target for this service 2014. 90 Households in Private Properties are without access to decent sanitation. Water borne systems are available in formal and VIPs systems available in Informal Settlements. Danny Dale and Jack Fontein areas use pit latrines.

All areas except the two above do have good levels of service. There are no areas with intermediate levels of service within the municipality. The approved service level for the municipality as informed by the Spatial Development Framework is Water borne in Formal and VIPs in Informal Settlements.

Piped network and Conservancy Tanks emptied via the Vacuum Tankers are the resources available for rendering this service. The status of sewer treatment plants and related bulk infrastructure is as follows: 37 MI WWT Plant and 48km of bulk pipe line. The operations and maintenance plan for sanitation is at a draft stage. The general challenge with regard to sanitation is the Clay (Erwin ware) Pipes which need to be replaced. The water born sewerage is provided in formal settlements and VIP toilets in all informal settlement as an approved service levels.

WARD 1:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Thusanang	3489	3464	25	0	Informal Settlement and serviced through VIPs, while the property owners are being engaged to improve the level of service.

WARD 2:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Glenharvie & Leeudoorn	3117	3117	0	0	None as it is water-borne sewerage.

WARD 3:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Kloof	257	257	0	0	None as it is water-borne sewerage.

WARD 4:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria (Town)	1610	1610	0	0	None as it is water-borne sewerage.

WARD 5:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Libanon & Venterspost	2001	1936	65	0	None as it is water-borne sewerage, except for Danny Dale wherein the property owners are being engaged to improve the level of service.

WARD 6:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria (Town) & Hillshaven	2327	2327	0	0	None as it is water-borne sewerage.

WARD 7:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1, 5 & 7	2408	2408	0	0	None as it is water-borne sewerage.

WARD 8:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1,2,3 & 4	2759	2759	0	0	None as it is water-borne sewerage.

WARD 9:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2624	2624	0	0	None, as it is an Informal Settlement and serviced through VIPs.

WARD 10:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Silver City, Spoke town and Bekkersdal	3096	3096	0	0	None, as it is an Informal Settlement and serviced through VIPs .and formal is water-borne sewerage.

WARD 11:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2155	2155	0	0	None, as it is an Informal Settlement and serviced through VIPs.

WARD 12:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal	3033	3033	0	0	None as it is water-borne sewerage.

WARD 13:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal	2228	2228	0	0	None as it is water-borne sewerage.

WARD 14:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	3183	3183	0	0	None, as it is an Informal Settlement and serviced through VIPs.

WARD 15:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Formal & Informal	2494	2494	0	0	None, as it is an Informal Settlement and serviced through VIPs.

WARD 16:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Zuurbekom & Waterworks	3325	3325	0	0	None, as it is either the Water borne sewerage with Septic Tanks or VIPs.

Electricity & Energy:

WLM provides electricity to formal areas, except the agricultural holdings, Bekkersdal and the mines. The national target for the service is 2014. All Informal Settlements are without access to Electricity or energy and all formal Areas are fully electrified with a reliable source which is ESKOM. Free basic electricity provided in accordance with the Draft Indigent Policy and they receive 50kwh per month/ household. Public lighting was installed in high risk areas, like Informal Settlements. All formal areas have Street lights. Ageing and dilapidated infrastructure network is one of the general challenges the municipality is facing.

WARD 1:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Thusanang	3489	0	0	3489	None, as it is an Informal Settlement. Proclamation of the Township is recommended.

WARD 2:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Glenharvie & Leeudoorn	3117	3117	0	0	None as this are Mining Houses

WARD 3					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Kloof	257	257	0	0	None, Mining Houses

WARD 4:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria (Town)	1610	1610	0	0	None

WARD 5:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Libanon & Venterspost	2001	2001	0	0	None

WARD 6:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria Town & Hillshaven	2327	2327	0	0	None

WARD 7:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1, 5 & 7	2408	2408	0	0	Upgrading of networks.

WARD 8:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1,2,3 & 4	2759	2759	0	0	Upgrading of networks

WARD 9:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2624	0	2624	0	Relocation of the Settlement to a habitable area.

WARD 10:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Silver City, Spoke town & Bekkersdal	3093	1073	2020	0	None as it is an Eskom supply area and an Informal Settlement.

WARD 11:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2155	0	2155	0	Relocation of the Settlement to a habitable area.

WARD 12:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal	3033	3033	0	0	None, Eskom Supply area

WARD 13:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal	2228	2228	0	0	None, Eskom Supply area

WARD 14:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	3183	3183	0	0	Relocation of the Settlement to a habitable area.

WARD 15:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Formal & Informal	2494	1469	1025	0	None, Eskom Supply area as well as the relocation of the Informal to a habitable site.

WARD 16:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Zuurbekom	3325	3325	0	0	None, Eskom Supply area.

Roads:

Integrated Transport Plan is in place. It is a five year document revised annually. The revision of the ITP is coordinated by the West Rand District Municipality as the Transport Authority. The current ITP is valid until 2015. Roads are classified. The status of roads is fairly in good conditions according to the Pavement Management System (2003). The PMS need to be revised to indicate the latest status quo of municipal roads. All the public routes public transport are in good conditions. All the public routes leading to schools and clinics are also in good conditions. Arterial roads are either provincial or national roads, which are N12 and R28.

Internal roads are in good conditions. It is noted most of the municipal roads have reached zero Remaining Useful Life (RUL) and therefore need to be resurfaced to enhance their life span. Some of the internal roads were resurfaced during 2013/14 financial year. Informal Settlements are serviced through dirt roads as they are not formalized yet.

The municipality has resources as in Human, equipment and machineries. It is noted that some of the machineries are old and need to be replaced to sustain the delivery of the service, and also the shortage of personnel is a challenge.

The section has a maintenance plan that is followed as close as possible. It assists with all the operational maintenance activities. The maintenance includes the cleaning of streets, patching of potholes, crack sealing, weed poisoning etc.

Insufficient funding of the maintenance budget, lack of resurfacing of roads infrastructure, ageing infrastructure, vandalism of infrastructure as well as insufficient resources are some of the challenges.

WARD 1:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Thusanang	3489	0	3489	0	Thusanang is an informal settlement, there are no formal roads infrastructure

WARD 2:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Glenharvie & Leeudoorn	3117	3117	0	0	Is a mining area, there are no municipal roads

WARD 3:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Kloof	257	257	0	0	Is a mining area, there are no municipal roads

WARD 4:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria (Town)	1610	1610	0	0	Normal routine maintenance

WARD 5:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Libanon & Venterspost	2001	2001	0	0	A portion is a mining area, there are no municipal roads Major repairs are needed for the Municipal Portion

WARD 6:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria Town & Hillshaven	2327	2327	0	0	Normal routine maintenance

WARD 7:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1, 5 & 7	2408	2408	0	0	More roads are built annually

WARD 8:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1,2,3 & 4	2759	2759	0	0	More roads are built annually

WARD 9:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2624	0	2624	0	Routine grading of roads

WARD 10:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Silver City, Spoke town & Bekkersdal	3093	1073	2020	0	Routine grading of roads and Normal routine maintenance

WARD 11:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2155	0	2155	0	Routine grading of roads

WARD 12:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal	3033	2751	282	0	Normal routine maintenance

WARD 13:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal	2228	2228	0	0	Normal routine maintenance

WARD 14:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	3183	0	3183	0	Routine grading of roads

WARD 15:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Formal & Informal	2494	1469	1025	0	Routine grading of roads and routine maintenance

WARD 16:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Zuurbekom	3325	3038	287	0	Routine grading of roads and routine maintenance

Storm Water:

Open storm water channel system is the approved level of service. All formal settlements have storm water management systems and have access to this service. All informal settlements don't have formal storm water management systems. Informal settlements are Thusanang, Waterworks and Bekkersdal informal while the rest are all formal settlements.

The section has a maintenance plan that is followed as close as possible. It assists with all the operational maintenance activities. The maintenance includes the cleaning. Storm water management plan or system is not available. Littering into the storm water systems are some of the challenges faced within the municipality.

WARD 1:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Thusanang	3489	0	3489	0	Thusanang is an informal settlement, there are no formal roads infrastructure

WARD 2:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Glenharvie & Leeudoorn	3117	3117	0	0	Is a mining area, there are no municipal roads

WARD 3:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Kloof	257	257	0	0	Is a mining area, there are no municipal roads

WARD 4:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria (Town)	1610	1610	0	0	Normal routine maintenance

WARD 5:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Libanon & Venterspost	2001	2001	0	0	A portion is a mining area, there are no municipal roads Major repairs are needed for the Municipal Portion

WARD 6:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria & Hillshaven	2327	2327	0	0	Normal routine maintenance

WARD 7:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1, 5 & 7	2408	2408	0	0	More roads are built annually

WARD 8:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1,2,3 & 4	2759	2759	0	0	More roads are built annually

WARD 9:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2624	0	2624	0	Routine grading of roads

WARD 10:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Silver City, Spoke town & Bekkersdal	3093	1073	2020	0	Routine grading of roads and Normal routine maintenance

WARD 11:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2155	0	2155	0	Routine grading of roads

WARD 12:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal	3033	2751	282	0	Normal routine maintenance

WARD 13:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal	2228	2228	0	0	Normal routine maintenance

WARD 14:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	3183	0	3183	0	Routine grading of roads

WARD 15:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Formal & Informal	2494	1469	1025	0	Routine grading of roads and routine maintenance

WARD 16:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Zuurbekom	3325	3038	287	0	Routine grading of roads and routine maintenance

Social Services:**Housing**

- Land Use management:

To put a new Land Use Management System (LUMS) in place that would include all properties in the municipal area, address trends in land uses and include definitions of these new land uses; utilize the new LUMS to manage and control all land uses within the municipal area and to act against property owners where illegal land uses are taking place; to stimulate the establishment of new development within the municipality's area of jurisdiction and to effect harmonious development within the municipality.

- Human Settlements Management:

To manage new and existing human settlements by providing a support system to allocate new houses to beneficiaries; assisting with the registration of beneficiaries for RDP houses; put systems in place to assist with the relocation of informal settlers to formal houses.

- Infrastructure Master Planning:

To develop a plan that supports the SDF of the Municipality. The Infrastructure shall be mostly, but not limited to municipal engineering services.

- Rural Development Planning:

To formulate a master plan to assist in the identification of community projects within the rural area of the municipality; to obtain funding to implement such plans; to communicate with the communities to assist in the identification of these projects

WARD 1:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Thusanang	3489	0	3489	0	Upgrade of the informal Settlement

WARD 2:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Glenharvie & Leeudoorn	3117	3117	0	0	None

WARD 3					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Kloof	257	257	0	0	None

WARD 4:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria (Town)	1610	1610	0	0	None

WARD 5:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Libanon & Venterspost	2001	2001	0	0	None
WARD 6:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Westonaria and Hillshaven	2327	2327	0	0	None
WARD 7:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1, 5 & 7	2408	2408	0	0	None
WARD 8:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Simunye Ext. 1,2,3 & 4	2759	2759	0	0	None
WARD 9:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2624	0	2624	0	Relocation of Settlement
WARD 10:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Silver City. Spoke town & Bekkersdal	3093	1073	2020	0	Relocation and upgrade of services in the formal portion
WARD 11:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	2155	0	2155	0	Relocation of Settlement
WARD 12:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal	3033	2751	282	0	Upgrade of existing services

WARD 13:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal	2228	2228	0	0	Upgrade of existing services

WARD 14:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Informal	3183	3183	0	0	Relocation of Settlement

WARD 15:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Bekkersdal Formal & Informal	2494	1469	1025	0	Relocation of settlement

WARD 16:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Zuurbekom	3325	3038	287	0	Relocation of settlement

Waste Management:

- IWMP is in place and due for a review which will be in line with the WRDM's as well as Provincial one. At least 80, 6% of households receive the waste collection services once per week as per the Gauteng collection standards. The Municipality introduced Eco bin recycling project through WRDM, and Waste Education and awareness strategy is developed.

The Municipality also aim to develop transfer stations which will serve as a source of recycling Services are rendered both internally and externally

Waste removal:

- **Collection**

Equitable waste collection services shall be provided to all households within the jurisdiction of the municipality.

1. **Separation at source**

- 1.1 All domestic waste should be sorted at source (at the households).
- 1.2 The Municipality must provide clear guidelines to households regarding types of waste accepted at the local landfill site, the sorting of the waste, appropriate containers, and removal schedules.
- 1.3 Where the municipality does not provide for collection of source separated waste, it must provide facilities where source separated waste can be dropped-off for collection.
- 1.4 Community involvement in recycling shall be encouraged

Collection of recyclable waste

It must be easier for households to recycle than not to recycle, e.g. kerbside collection, drop-off centres within easy reach and well-kept mainstream recyclables (paper including cardboard, newspapers and magazines, plastic, glass, metal cans and tins) should therefore be collected at households or communal collection points. Other less frequent recyclables (electronic waste, scrap metal, batteries, fluorescent lights, used oil etc.) need clearly marked drop-off centres at well-advertised locations.

- **Receptacles**

The following should be taken into account when deciding on the type of receptacles to provide:

- 1.1 *Cost*- While bins and wheelie bins are more costly than plastic bags, the bins have long life duration;
- 1.2 *Size* The bulk (volume) of non-recyclable and recyclable waste generated by an average household in a certain area. The frequency of collection should be considered, as frequencies of less than once a week become a health hazard in South African climatic conditions; *Pollution* plastic bags create an additional source of pollution if not re-used and/or recycled; *Compatibility* the receptacles should be compatible with the type of collection vehicles in use;
- 1.3 *Handling* - the receptacles should be easy to handle by both the household and the service provider and should be easy to clean and have no sharp edges. However, some high density areas on steep slopes (although there are proper roads for trucks), might need another type of receptacle than areas on flat ground;

- **Awareness creation and guidelines to inform the households**

1.4 The Municipality will create awareness amongst households about the following:

- (i) The types of waste collection services provided
- (ii) Separation at source - the removal of recyclables and re-usable waste from the general household waste
- (iii) The potential of composting some of the household waste and the benefit to the household
- (iv) The unacceptability of illegal dumping
- (v) Measures to be taken against individuals dumping waste illegally
- (vi) The cost of cleaning up illegal dumping and the implications on household waste collection rates

4.2 The service provider will provide clear guidelines to households about the following:

- (i) The different types of waste generated in households
- (ii) Separation of the non-recyclable and non-reusable household waste from compostable waste and recyclable waste
- (iii) Appropriate containers for each type of waste
- (iv) Removal schedules for each type of waste
- (v) What to do with waste other than those waste forming part of the service provider's regular schedule of waste collection

1.3. Awareness creation and guideline communications shall be conducted at regular intervals to ensure that all households are well informed.

- **Waste Collection customer service standards for Kerbside collection**

- a. Weekly waste collection will be done on the same day every week according to the municipality's schedule.

- b. When collection has been missed the waste will be removed on the next collection date as per schedule.
- c. The collection team will make every effort to return the same bin to the household from where the waste is collected if bins are used as receptacles.
- d. A charge will be set for replacement of waste bins reported as:
 - (i) Lost or stolen;
 - (ii) Vandalized;
 - (iii) Damaged (other than by the service provider or equipment).
- e. Revised collection arrangements during the December holidays will be widely publicized if applicable.
 - (i) Residents will be informed of revised collection arrangements in advance through notices.
- f. A charge does not apply in the following circumstances:
 - (i) Bins damaged by the Municipality or equipment;
 - (ii) Bins provided to indigent households qualifying for Free Basic refuse Removal;
 - (iii) Additional bins to households with more than eight (8) occupants;
 - (iv) First bins allocated as part of the extension of a service (i.e. for waste separation purposes).
- g. The municipality will stipulate the time at which the waste receptacle must be put out for collection on the collection day.
- h. If the waste receptacle contains unacceptable material as specified in the By-laws (Such as builders rubble) the waste will not be removed.
 - i. All complaints about the service will be addressed:
 - **General**
- a. All communication to household residents will be through the waste information officer.
 - (i) Waste collectors will not enter into debate with household residents.
 - (ii) Waste collectors will not intimidate household residents.
 - (iii) Household residents will not intimidate or force waste collectors to collect waste which is not separated according to the Ref: Draft_National_Waste_Collection_Standards_for_publication.doc 2
- The reasons for the non-service in Vleikop, Westonaria Borwa (formal settlements) is mainly due to shortage of resources. Plans are currently underway to effect services in these areas
- Areas with solid waste removal and the frequency of removal and the reliability of the service.

Services areas	Number of Households	Type of Storage	Collection Frequency
Bekkersdal :Formal Informal	2 200 13 656	240 litre bins 240 litre bins	Twice per week
Westonaria	1 843	240 litre bins	Once per week
Hillshaven	517	240 litre bins	Once per week
Glenharvie	1 219	240 litre bins	Once per week
Venterspost	279	240 litre bins	Once per week
Wagterskop	45	240 litre bins	Once per week
Waterpan –mine houses	143	240 litre bins	Once per week

Services areas	Number of Households	Type of Storage	Collection Frequency
Simunye Proper	300	240 litre bins	Once per week
Simunye Ext 1 & 2	2 871	240 litre bins	Once per week
Nufcor	50	240 litre bins	Once per week
Rand Water	20	240 litre bins	Once per week
Zuurbekom Plots	350	240 litre bins	Once per week
Waterpan Plots	143	240 litre bins	Once per week
Westonaria Firms		18m ³ skip	Once per week
Westonaria Shops		240litre bins, 15m ³ skip	Twice per week
Westonaria Shops		18m ³ skip	Once per week
Bekkersdal Schools		240 litre bins	Once per week
Bekkersdal Clinics	2	240 litre bins	Once per week
Korekile Holmes	1	18m ³ skip	Once per week
Glenharvie Shops		18m ³ skip	Once per week
Glenharvie garages		18m ³ skip	Once per week
International Pentecostal Church	3	18m ³ skip (3)	Once per week
Thusong Baptist Church	1	240 litre bins	Once per week
Nazareth Baptist Church	1	240 litre bins	Once per week
Waterworks Informal Settlement	250	240 litre bins	Once per week

- A total number of households 4592 receive free waste removal service as part of the indigent support policy.
- General challenges not highlighted above are as follows:
 - Shortage or lack of alternative disposal sites such as transfer stations, drop off centres, etc
 - Very little interest shown by members of community in recycling initiatives
 - Overpopulation
 - Inadequate waste storage facilities

Waste disposal:

- All the transfer stations are licensed and most of these stations are dilapidated and needs to be revamped in order to comply with licensing conditions. Roll on trucks are used for the transportation and emptying of the bulk waste containers. The landfill site is 40 hectares in extent, with the remaining lifespan of about 8-9 years. A service provider has been appointed through PMU office for the application of licensing and the extension on height restriction
- The landfill site has a site Supervisor, two Waste Inspectors, two Access Clerks. A service provider has been appointed on a twenty four months contract for the general maintenance of the site.
- General challenges not highlighted above are:

- The Municipality does not have own machinery but relies on appointed service provider to do daily maintenance which has high cost implications
- Control over reclaimers
- Insufficient funding for the completion of the waste processing plant
- Continuous vandalism of fencing.

The intended outcome for these goals is to provide sustainable quality service delivery to all households in WLM.

- **Public Safety**

At this point in time, as a category B local municipality, Westonaria local municipality has not yet moved to a situation where its Law Enforcement Officers operate as a Police Force focusing on Crime Prevention. The only time the Law Enforcement participates in Crime Prevention initiatives is when they jointly work with the following stakeholders to create safety awareness:

- SAPS
- Gauteng Department of Community Safety
- West Rand District Municipality Community Safety Section

Traffic Services Planned v/s provided Programmes:

- Roadblocks:
A total of twenty-four (24) roadblocks are planned for the year 2014/15. Two (2) roadblocks per month.
- Drunken Driving Operations:
A total of twelve (12) operations planned for the year 2014/15. One (1) per month.
- Training of learners as scholar patroller:
Training to commence at the beginning of the new school term in 2015. To be finalized by end of March 2015.
- Road Safety Promotion Campaigns:
Four (4) campaigns planned for the year 2014/15. One (1) per quarter

Performance against licensing agency Service Level Agreement

DLTC/VTs Programmes

- Learners Licence tests - Annual target 3 600
- Driving Licence tests - Annual target 4 800

MVRA

- Renewal of motor vehicle licences on the eNatis system as per applications received
- Registration of motor vehicles on the eNatis system as per applications received

By-laws enforcement programmes planned v/s implemented

Eight (8) by-law enforcement operations are planned in the year 2014/15. This will result in 2

per quarter.

Number of municipal by-laws developed and reviewed.

The development and review of municipal by-laws planned in the year 2014/15. This will be done as and when required.

KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT

Strategic Goal 3: To promote sustainable local economic and social development

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
Economic development	LED projects planned versus implemented (n)	8					
	EPWP job opportunities created (n)	500		2 231 000.00			
	Number of SMMEs supported (n)	250					
	Numbers of Co-operatives established versus supported (n)	100					
Social development	Library services planned versus provided (%)	90	2 984 000.00	4 198 000.00	580 000.00	800 000.00	800 000.00
	Integrated Social Development Intervention planned versus implemented (%): Social Services	80		3 297 000.00			
	Integrated social development interventions planned versus implemented (%) (HIV, vulnerable groups, youth, indigent management, sports, arts and culture development, etc.)	80		5 851 000.00	8 066 234.97	9 534 699.00	7 112 938.00
Rural development	Rural development initiatives planned versus implemented (%)	80					

LED PROGRAMMES:

- LED Plan
- Coordination of the EPWP Projects
- SMMEs Development (e.g. Tourism & Agriculture)
- Co-operatives Development
- Investment Promotion

Projects:

- Centre for Education Excellence
- Business Development Support

Intended Outcome:**Local Economic Development Strategy**

The primary study area is in need for investment to stimulate its economy and create new jobs. Ideally, such investment should focus on diversification of local economic activities to reduce the dependency on the mining sector and create new value chains within the local economy.

The focus is also on diversifying the local economy not only for employment benefits, but also as a strengthening mechanism against external factors, such as mining unrest and instability or currency fluctuations.

Population Composition

The WLM is characterised by a relatively larger female population than male population. The total population is divided between 45.3% women and 54.7% male. There is a relatively small group of people under the age of 24, while the middle group (economically active group) of the population has a more even spread. The majority of the population is between the ages of 0 – 14 years, followed by people aged 25 – 29. Very few people over the age of 50 reside in the WLM.

Level of the Current Westonaria Economy

The structure of Westonaria LM economy is completely different to that of the district, as well as the province. It is clear that it is more dependent on the primary sector than any of the above-mentioned economies. Its tertiary sector however is significantly lower than the tertiary sector in the district and province, whilst its primary sector is considerably larger than the primary sector in the district or province. The largest sector in the WLM is mining and quarrying, followed by the general government sector, trade and finance.

Present the 2011 GVA percentage contribution of the economic sectors in each local municipality for the LM's within the WRDM. The GVA is measured in constant (2005) prices, and the following is highlighted from the analysis:

- The **Westonaria LM** is mainly driven by its mining sector, which contributes 52% of the local economy's GVA. The tertiary sector also contributes to some extent, however limited, with a total of 35% across all tertiary sub-sectors

EPWP Implementation

The Westonaria Local Municipality is currently implementing the Expanded Public Works Programme which aims to alleviate poverty by creating work opportunities for unemployed community members for a period of twelve (12) Months.

Unemployment Rate

The WLM has 57.8% of the working age population participating in the local economy, indicating a poorer situation than in the district and the province. In 2011, there was 24 902 unemployed people in the primary study area, which means that in light of the labour force figure the unemployment rate in the municipality was 29.5.2%.

The lower labour force participation rate, however meant that a significantly higher percentage of people in the WLM than in the district were not looking for jobs and were not participating in economic activities. If the portion of these non-economically active people who were discouraged job seekers were included in the labour force, the unemployment rate would have been much higher, and thus impacting these statistics detrimentally.

Social development

The programme has as its objectives, improvement of quality of life and wellbeing of individuals especially Vulnerable Groups namely: Children, the Aged, Women, Youth and the Disabled and HIV & AIDS:

Intended Outcome:

The intended outcome includes amongst other things, promotion of Health aspects such as HIV & AIDS, STI' and TB to community members at large. On a daily basis there are volunteers who conduct door to door Health education services.

Library services planned versus provided (%)

- Number of people utilizing the library and information services
 - The annual target is 120 537.
- Number of library resources (books, cd's and periodicals) circulated
 - The annual target is 45 594.
- Number of exhibitions to be staged in libraries
 - Annual target is 12.
- Number of Library Programmes to be presented
 - Annual target 34

Integrated Social Development Intervention planned versus implemented (%):

- **SPORT, RECREATION, ARTS and CULTURE (SRAC):**
 - % of requests for usage of WLM SRAC facilities v/s granted
 - Annual target is 90%
 - Number of SRAC programmes to be implemented
 - Annual target is six (6)
 - Number of informal sports fields to be maintained
 - Annual target 22
 - Number of formal sports facilities to be maintained
 - Annual target is three (3)

- **SOCIAL SERVICES:**

Number of Social Services programmes to be implemented.

- Annual target 7
 - o Awareness about Substance Abuse
 - o Support for people living with disabilities
 - o Support for the elderly
 - o Support for vulnerable children throughout Awareness Programmes
 - o Skills Development (For Women)
 - o Implement a Homestead Garden
 - o Awareness about Child Abuse

- **HIV/AIDS UNIT:**

Training of Ward Based Volunteers

- Annual target 1

Implementation of HIV, Counselling and Testing Programme (HCT)

- Annual target three (3)

Local AIDS Council meetings (LAC)

- Annual target four (4)

Provision of support to programmes of people living with HIV/AIDS and local NGO's

Number of support programmes to be implemented

- Annual target two (2)

Daily door-to-door HIV/AIDS services to be conducted

Number of population to be reached

- Annual target 80 000

STI / Condom Week campaign and TB Awareness Week

- Annual target 2 000 people to be reached.

Waste management, parks & cemeteries:

Increase in access to solid waste removal (%)

- Procurement and distribution of waste storage facilities:
 - Wheelie-Bins
 - Bulk Waste Containers
- Refuse collection in un-serviced areas

Performance against landfill sites standards (%)

- Daily compactions and covering of waste
- Safe disposal of animal carcasses and condemned food stuff
- Data capturing and reporting on Waste Information System
- Conduct quarterly compliance audit
- Security and access control.

New service areas with communal waste skips planned versus implemented (%)

- Procurement and distribution of bulk waste containers in un-serviced areas

Performance against Street Cleaning & Public Facilities

- Cleaning of streets and public facilities
- Removal of weeds

Performance against planned solid waste removal standards (%)

- Weekly removal of waste from households, businesses and mining institutions
- Cleaning of illegal dumping hotspots
- Construction of transfer station

Cemeteries services planned versus provided (%)

- Bookings of graves and provision of grave numbers
- Cleaning of cemetery facilities
- Upgrading of Bekkersdal cemetery
- Grass cutting and application of herbicides
- Repair and maintenance

Parks services planned versus provided (%)

- Maintenance of parks and open spaces
- Planting and maintenance of trees
- Grass cutting
- Maintenance of side-walks and road islands
- Replacement and repair of playing equipment in parks.

KEY PERFORMANCE AREA 3: INSTITUTIONAL DEVELOPMENT & TRANSFORMATION**KEY PERFORMANCE AREA 4: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT****Strategic Goal 6: To ensure internal municipal business excellence**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Business management / leadership (Strategic positioning, Organisational culture, Stakeholder relations management / communication, Business performance management)</i>	Policies planned to be developed / reviewed versus developed / reviewed (%)	90		250 000.00			
	Organisational climate / employee satisfaction rating (%) (matters management has controlled over)	50					
	Customer satisfaction rating (%)	50					
	Performance management of service providers						
	AG audit opinion (level)	Clean		6 000 000.00			
	To develop SDBIP and approved by council	100		5 393 000.00			
<i>Legal services</i> <i>To provide sound legal advice and enabling legal support to the Council, the Mayoral and Portfolio Committees of Council, as well as to the Political Office Bearers, the Municipal Manager, Heads of Departments and Managers of the different Sections of the Municipality.</i>	Provision of Legal Support, opinions and advice within 21 days	100		3 011 000.00			
	MOU's, SLA, s, Contracts and any other legal documents draft and scrutinised in 21 days	100					
	Provision of support in the development and review of By-laws in terms of the framework within 3 months	100					
	Provision of support in the development and review of Policies in terms of the framework within 3 months	100					
	Litigation Management: Legal claims and actions attended to within the prescribed legal timeframes	100					
	Disciplinary matters attended to within prescribed timeframes	100					

Strategic Goal 6: To ensure internal municipal business excellence (Cont.)

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
	SALGBC and CCMA matters attended to within prescribed timeframes	100					
<i>Resource management Human Resource management</i>	Funded positions filled (%)	96					
	Skills development plan targets met (%)	80		6 327 000.00			
	Equity targets met (%)	80					
	Labour relations issues lodged versus attended to within regulatory guidelines (%)	80					
<i>Financial management</i>	Labour cost to total operational cost (%)	33		4 243 400.35			
	Revenue collected actual versus planned (%)	90	52 195 000.00				
	Number of households paying for services (%) (excluding indigents)	90		34 076 000.00			
	Variance on operational budget spent (%)	10					
	Variance on capital budget spent (%)	15					
	Creditors age (days)	30	37 242 489.00	6 539 400.64			
	Average lead time from tender advertisement until service provider appointed / goods delivered (days)	90		1 709 000.00			
	Value of goods / services procured from local suppliers versus total procured (%)	50		150 000.00			
	Grants spent versus grants received (%)	100	116 102 000.00	4 383 299.31			
<i>ICT management</i>	ICT audit queries received versus corrected (%)	90		6 691 000.00	600 000.00		
<i>Information /knowledge management</i>	Compliance with National archives standards (%)	80		250 000.00			
<i>Facilities management</i>	Implementing corporate identity manual	100		330 000.00			
	Building maintenance plan targets met.	100		11 573 000.00	770 000.00		

Strategic Goal 6: To ensure internal municipal business excellence (Cont.)

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
Asset management	Asset management plan implementation targets met (%)	100					
Fleet management	Provision of leased vehicles	16		13 789 000.00			
	Business Performance assessment ratings						
	Fuel management and vehicle maintenance	100		520 000.00			
	Vehicles to be replaced	74			-		
Project management unit	KPI to be created- operational		2 567 100.00	2 928 000.00			
	KPI to be created- capital						
			471 059035.97	481 244 906.86	63 504900.00	55 260000.21	57 927 235.00
			471 059035.97				

Corporate Services Programmes and Projects:**Human Resources Unit Programmes:**

- Employee survey;
- Customer satisfaction survey;
- Development of WSP programme which guides on what kind of skills are needed
- Reviewal of the Employment Equity Plan, which will be done annually.

Projects:

- Conduction of surveys;
- Training and development initiatives;
- Recruitment and selection.

Administration Unit programmes:

- Monitoring and reporting;
- Reviewal of the File Plan on quarterly basis;
- Document storage Management;
- Reviewal of the Maintenance Plan on monthly basis.

Projects:

- Disposal of documents;
- Indexing;
- Off side storage;
- Roofing of the banquet hall.

Legal Services Unit:**BY-LAWS OF THE WESTONARIA LOCAL MUNICIPALITY**

BY-LAW	SCOPE	GAZETTE NO	DEPT RESPONSIBLE & STATUS
Bursary Loan Fund By-laws	Conditions regarding the granting of bursary loans, repayment of bursary loans, security and study loans to Council officials.	Administrator's Notice 187 dated 16 February 1977	Finance Not being enforced
Standard By-laws relating to Cafe's, Restaurants and Eating Houses,	Requirements of premises, protective clothing, inspections and utensils.	Administrator's Notice 1788 of 23 Nov 1977	Replaced by GNR.918 of 30 July 1999 (Regulations under the Health Act, 1977. To be repealed
Cemetery By-laws	Establishment of a cemetery, admission of visitors, prohibited acts, graves, funerals, exhumation of bodies, re-opening and care of graves, memorial graves.	Local Authority Notice 1039 of 13 March 1991	Community Services (Waste Management, Parks & Cemeteries) Being enforced
By-laws relating to Dogs	Requirements for the keeping of dogs, adequate premises and disturbances.	Administrator's Notice 44 of 19 Jan 1983	Community Services (Public Safety) Being enforced

BY-LAW	SCOPE	GAZETTE NO	DEPT RESPONSIBLE & STATUS
Standard Drainage By-laws, published under Administrator's Notice 665, dated 8 June, 1977	Provisions relating to drainage installations and fittings, drains and manholes, gullies and traps, ventilation pipes and anti-siphon age pipes, soil water and waste water pipe systems, fittings and fixtures, septic and storage tanks, private sewerage treatment plants, French drains, conservancy tanks, storm water, sewer, industrial effluent and other discharges.	Administrator's Notice 1530 of 12 Oct 1977	Infrastructure Development & Planning (Water & Sewer) Being enforced
Standard Electricity By-laws, published	Control & measures regarding the connection and supply of electricity	Administrator's Notice 907 of 14 May 1986	Infrastructure Development & Planning (Electrical) Being enforced
Standard Financial By-Laws, published under Administrator's Notice No. 927, dated the 1st November 1967	Provisions relating to the Council's income and expenditure, tenders and contracts, stores and materials, closing of votes, assets, insurance, investments, auditing, salaries.	Administrator's Notice 356 of 3 April 1968	Replaced by the Municipal Finance Management Act, 2003. To be repealed
By-laws relating to Hawkers, Food-Hawkers and Food-Vendors	Regulates the activities of Hawkers, Food-Hawkers and Food-Vendors	Local Authority Notice 2351 of 14 March 1990	Community Services (Environmental Health) Being enforced
By-laws relating to the Hire of Halls	Provisions relating to the hiring and use of the different municipal halls	Local Authority Notice 2436 of 5 August 1992	Corporate Services (Administration) Being enforced
By-laws for fixing fees for the Issue of Certificates and Furnishing of Information	Information or extracts from any Council's records.	Administrator's Notice 1529 of 12 Oct 1977	Replaced by PAIA Manual. To be repealed
Standard By-laws relating to the Keeping of Animals, Birds and Poultry and Businesses involving the Keeping of Animals, Birds, Poultry or Pets, published under Administrator's Notice 2208, dated 9 Oct 1985	Provisions relating to the requirements for the keeping of animals and conducting of business involving the keeping of animals.	Municipal Notice 46/1988 of 23 Nov 1988	Community Services (Environmental Health) Being enforced
Standard By-laws i.r.o. Legal aid to Officers and Servants of Local Authorities involved in Criminal Proceedings, published under Administrator's Notice No. 625, dated the 17th August	Legal assistance where the employee is charged with a criminal offence omitted in the performance of his duty.	Administrator's Notice No. 47 of 18 January 1967	Corporate Services (Legal) Being enforced
Library By-Laws	Regulates membership and use of the public libraries	Local Authority Notice 3551 of 3 October 1990	Community Services (Sports, Recreation, Arts & Culture) Being enforced
By-laws relating to Posters	Provisions relating to the requirements for the posting of posters, time periods, removal, types and prohibits.	Local Authority Notice 1108 of 18 April 1990	Corporate Services (Administration) Being enforced

BY-LAW	SCOPE	GAZETTE NO	DEPT RESPONSIBLE & STATUS
Public Health By-laws	Health Conditions relating to general sanitation, keeping of animals, offensive trades, trading with fish and meat, manufacturing of rag flock, swimming pools, nursing homes, storage and sale of foods, bakeries, hotels, boarding houses, laundries, tearooms, restaurants, mineral water and ice factories, barbers and hairdressers, ice-cream dealers, second hand goods, fumigation and dairies.	Administrator's Notice 148 of 21 Feb 1951	Community Services (Environmental Health) Being enforced
By-laws relating to Railway Service Lines and Private Sidings	Provisions relating to the construction of private sidings, feeder liens, liabilities of owners and penalties.	Local Authority Notice 4262 of 21 Nov 1990	Infrastructure Development & Planning Being enforced
Refuse (Solid waste) By-laws	Provisions relating to the service for the collection and removal of business and house refuse from the premises.	Administrator's Notice 1484 of 22 Aug 1994	Community Services (Waste Management, Parks & Cemeteries) Being enforced
Standard By-laws regulating the Safe-guarding of Swimming pools and Excavations, published under Administrator's Notice 423 dated 22 April, 1970 as amended by Administrator's Notice 1856 dated 29 December, 1971	Regulations relating to the protection of pools to prevent access thereto, the construction thereof and fencing thereof.	Administrator's Notice 959 of 29 Aug 1979	Infrastructure Development & Planning Being enforced
Standard Food Handling By-laws, published under Administrator's Notice 1317, dated 16 August 1972	Requirements for premises, duties and control for the handling of food.	Administrator's Notice 199 of 7 Feb 1973	Replaced By GNR.918 of 30 July 1999: Regulations Governing General Hygiene Requirements for Food Premises and the Transport of Food promulgated into the Health Act, 1977 To be repealed
Standard Health By-laws for Pre-school Institutions, published under Official Notice 81 dated 23 December 1992	Health requirements applicable to pre-school institutions.	Local Authority Notice 2351 of 7 July 1993	Community Services (Environmental Health) Being enforced
Standard Milk By-Laws	Regulates the distribution and sale of milk and milk products in the municipality	Administrator's Notice 1024 of 11 Aug 1971	Community Services (Environmental Health) Being enforced
Standard Public Amenities By-Laws published under Official Notice 60 dated 14 September 1990	Regulates the use of public amenities in the municipality	Local Authority Notice 386 of 23 Jan 1991	Community Services (Waste Management, Parks & Cemeteries) Being enforced

BY-LAW	SCOPE	GAZETTE NO	DEPT RESPONSIBLE & STATUS
Standard Traffic By-Laws, published under Administrator's Notice 773, dated 6 July 1988	Regulates certain traffic matters in the municipality	Local Authority Notice 1828 of 12 July 1989	Replaced in part by the National Road Traffic Act (Act 93 of 1996), to be repealed accordingly
Standard Street & Miscellaneous By-laws, published under Administrator's Notice 368, dated 14 March 1973,	Provisions relating to actions in or alongside streets.	Administrator's Notice 1433 of 5 Sept 1973	Community Services (Public Safety) Infrastructure Development & Planning (Roads & Stormwater) Being enforced
Street Trading By-laws	Provisions relating to the trading in public and designated areas.	Approved by the MEC: Finance & Economic Affairs on 19 May 1999	Community Services (Public Safety) Being enforced
By-laws relating to Walls, Hoardings and Fences	Regulations regarding the construction, alignment, height and elevations of walls, hoardings and fences, materials and repairs, alterations, demolition thereof.	Municipal Notice 2/88 dated 17 August 1988	Infrastructure Development & Planning Being enforced
Standard Water Supply By-laws, published under Administrator's Notice 21, dated 5 January, 1977	Provisions relating to the supply of water by the Council, metered supplies, water installations, fire extinguishing services, penalties.	Administrator's Notice 746, dated 15 June 1977	Infrastructure Development & Planning (Water & Sewer) Being enforced
Property Rates By-law	To give effect to the Municipality's Property Rates Policy and to provide for matters incidental thereto.	Local Authority Notice 2032 of dated 23 Dec 2009	Finance (Revenue, Credit Control & Debt Collection) Being enforced

Information Communication and Technology

- WLM Information Communication Technology (ICT) status is as follows:

Strategic alignment	Focuses on ensuring the linkage of business and IT plans; On defining, maintaining and validating the IT value proposition; and on aligning IT operations with enterprise operations.	IT Governance Charter has been developed, and the IT Steering Committee (EMT) is in place. IT Master Systems Plan has been developed. The thinking is that the plan should take a regional approach in line with the Vision 2016.
Value delivery	Is about executing the value proposition throughout the delivery cycle, ensuring that IT delivers the promised benefits against the strategy, concentrating on optimising costs and proving the intrinsic value of IT	We have developed Service Delivery and Budget Implementation Plan to ensure that IT value are the on-time and within-budget delivery of appropriate quality, which achieves the benefits that were promised.
Resource management	Is about the optimal investment in, and the proper management of, critical IT resources: applications, information, infrastructure and people. Key issues relate to the optimisation of knowledge and infrastructure.	We have developed number of control and procedures: User Control, Change Management and Security Policies .
Risk management	Requires risk awareness by senior corporate officers, a clear understanding of the enterprise's appetite for risk, understanding of compliance requirements, transparency about the significant risks to the enterprise, and embedding of risk management responsibilities in the organisation	We have developed a Risk Register and an Action Plan as an internal control to manage risks.
Performance measurement	Tracks and monitors strategy implementation, project completion, resource usage, process performance and service delivery, using, for example, balanced scorecards that translate strategy into action to achieve goals measurable beyond conventional accounting	We have an Annual Performance Plan in the department and further efforts are underway to develop IT Balance Scorecard.

Human Resources:

- **Availability of skilled staff**

The municipality has a challenge of shortage of skilled staff. This challenge is due to the fact that most skilled staff resigns for better opportunities and salary. The municipality also has a challenge of attracting professionals due to the high salary they demand. This will be addressed by partnering with sector departments (i.e. DWA, Rand Water, MISA, Treasury, etc) where they will bring in their professionals to train/transfer skills to the municipal staff. ..

- **Organizational structure**

The current organizational structure was approved on 25 April 2013. There is a need to review the structure to align with the HR Planning and the availability of resources. The other contributing factor to reviewing the structure is the Merger with Randfontein, which necessitates the alignment of structures, thus implementing shared service model for certain functions, i.e. ICT.

The reviewed structure will be more flatter and thus allowing the municipality an opportunity to utilize the current capacity efficiently and cost effectively without compromising service delivery.

- **Vacancy rates**

The municipality has a high vacancy rate of **45%** due to the financial constraints and a bloated hierarchical structure. Most of the vacancies will remain unfilled until the merger with Randfontein Municipality. In the past two financial years the municipality has been prioritizing critical vacancies which would improve service delivery and improve the revenue of the municipality. Only those vacancies were budgeted for. The municipality aims to improve the high vacancy rate by reviewing the structure and implementing a shared service for certain functions.

- **Skills development plan**

The municipality has had a challenge of implementing its Workplace Skills Plan (WSP) due to financial constraints. Most of the training that has been implemented was funded by the sector partners, i.e. SALGA, COGTA and Treasury. The other training interventions were funded by the mandatory grant and to some extent, the discretionary grant from LGSETA. This has however not been enough to address all the training needs of staff. The municipality aims to priorities the training interventions that will improve the current capacity constraints. The WSP also cater for the unemployed, councillors and ward committees. Since 1 July 2013 until the end of the 3rd Quarter the municipality has trained 65 employees. We are currently awaiting an approval from LGSETA to train 64 employees for different training initiatives and 20 members of the community.

- **Competency norms and standards**

National treasury has regulated the competency standards for Section 56/57 employees and finance staff. Out of 5 section 56/57 managers only the 4 of them have completed the competency assessment as prescribed by National Treasury, the other two are still busy with the relevant competencies.

- **Human resource management strategy/plan**

The municipality approved its HRM&D Strategy on 25 February 2013. To date, the strategy has not been fully implemented due a number of challenges mainly capacity related. The strategy is currently under review to ensure that the municipality is able to achieve its objectives in accordance with the current resources. The review will take into account the merger, the revised strategic framework in accordance to the available resources.

In an endeavour to continue to support service delivery department and focus on improving the revenue base of the municipality, the HR plan will focus on complementing the current human capacity by appointing interns in a form of graduates who are eager to learn. This in turn will close the current gaps of shortage of staff but also ensure that there is enough capacity to do the operational work without carrying the financial burden of appointing permanent staff which costs the municipality in terms of all added benefits. The appointment of interns also ensures that the municipality becomes a learning institution which focuses on developing the graduates to enable them to become employable, thus improving the economic situation of the municipality.

The other focus is to minimize the employee costs due to exorbitant overtime, stand-by shifts, etc, by employing contract workers to do the general work during weekends, holidays, etc where the municipality usually pay overtime. The municipality will only fill critical and specialized posts where it is impractical to appoint interns or contract workers. The reviewed plan will ensure alignment of functions to maximize the efficiency of the current human resources.

- **Individual performance and organisational management systems**

- Cascading of Performance Management System across all level of council employees:

The cascading of performance management to all employees has been a challenge in local government as this has not been concluded at the bargaining council level. SALGA has been approach to assist with a framework to implement Performance Management throughout the organisation.

The municipality has approved a framework in February 2013 and a policy was developed. Current Performance Management Framework and Policy must be reviewed. The rolling out of the Performance Management System will be done in phases, with the first roll-out to managers reporting to executive managers.

COGTA has provided funding for the implementation of the PMS software and a service provider will has been appointed. The system will take into account the prescripts of the policy and ensure that they can be implemented on the system as well as the audit findings reported as the audit on predetermined objective to align it with legislation and relevant regulations.

- **Monitoring, evaluation and reporting processes and systems.**

Performance reports are submitted on a quarterly basis for the financial year where after the information is verified by the PM Unit.

The Municipal Manager conducts interviews with the Executive Managers to determine achievements, challenges and areas requiring specific attention.

The report from the Municipal Manager must be submitted to the Performance Audit Committee who will present a report to Council in this regard.

The newly purchased software programme which is internet based will enable the Section 57 employees and the managers to regularly update the information, enabling easy access to the progress made with programmes and projects.

The value of the system is that shortcomings can be identified at an early stage assisting with the implementation and corrective measures.

FINANCE DEPARTMENT

Vision

To create a financially viable and accountable municipality in pursuit of business excellence.

Mission

- Provide best customer service to the community.
- Provide leadership to the municipality.
- Develop staff to achieve full potential.
- Coach the staff and stimulate creativity and entrepreneurship.
- Improve quality and reliance of information we provide.
- Provide best support to the municipality and community.

Values

- Integrity
- Accountable
- Committed
- Democratic
- Proactive
- Service excellence
- Transparency.

Objectives

- **To ensure internal municipal business excellence**
 - Business management / leadership
 - Strategic positioning (policies, structures, strategic planning, operational planning, focus on core business)
 - Organisational culture
 - Stakeholder relations management / communication
 - Business performance management
 - Resource management
 - Human resource management
 - Financial management
 - ICT management
 - Information / knowledge management
 - Asset Management.

Situational Analysis

The department held a strategic session early in January 2014 and the purpose of the session was to discuss the state of the department with all staff and solicit views from the staff in the department. The session also wanted to hear the views of the staff on the strategy and pave a way forward in developing the municipality further.

The session has agreed that the two major challenges facing the municipality is the cash crisis we are facing and the negative audit opinion we received from the auditor general. We have discuss this at length and agreed that this are the two challenges that needs immediate intervention as the short term strategy and the long term strategy should be to prepare the municipality for the merger with Randfontein Local Municipality in 2016.

Qualifications and skills

The department has very few people with accounting qualifications and accounting 3. The majority of staff has matric as highest qualification. We have five staff with B Degree in Accounting and six has a diploma or higher diploma in Accounting or Internal Audit. Staff in the department has attended various capacity building courses and workshop to improve their skills and some still continue with their studies. Staff has also attended the AAT course that was meant to capacitate them but some of the staff did not complete the programme.

The key challenge we have identified in the department related to staff ability to perform assigned responsibilities. We have identified that majority of the staff in the department do not have proper skills for the position there are occupying. What is of grave concern is that majority of the staff in the management of the department have limited accounting experience or qualification.

We supposed to be priding ourselves with the wealth of experience that some of the staff are having but the years of experience cannot be linked to the performance of those individuals. The assessment we made is that during the restricting of the department over the years an effort was not made when placing people in supervisory and management position to ensure that they have necessary skills for those position. We then need to first start by training our supervisors and recruiting better equipped staff if training cannot be achieved in a short period of time.

Revenue Section

- Ineffective billing system
- Skills and capacity challenges
- Inadequate leadership and control
- Insufficient customer data
- Decisions made not in line with policy
- Policies not fully implemented.
- UMS not closely monitored
- Indigent registration and identification mismanaged
- Weak Internal Controls
- Motivated staff
- Some staff lacks focus.
- Debtors very long outstanding
- Inadequate policies and procedures
- Poor communication with communities
- No customer service standards

Expenditure Section

- Weak internal controls
- Committed staff
- Inadequate capacity
- Lack of focus from staff
- Poor communication
- Poor staff morale
- Bank recons problems.

Budget and Treasury Section

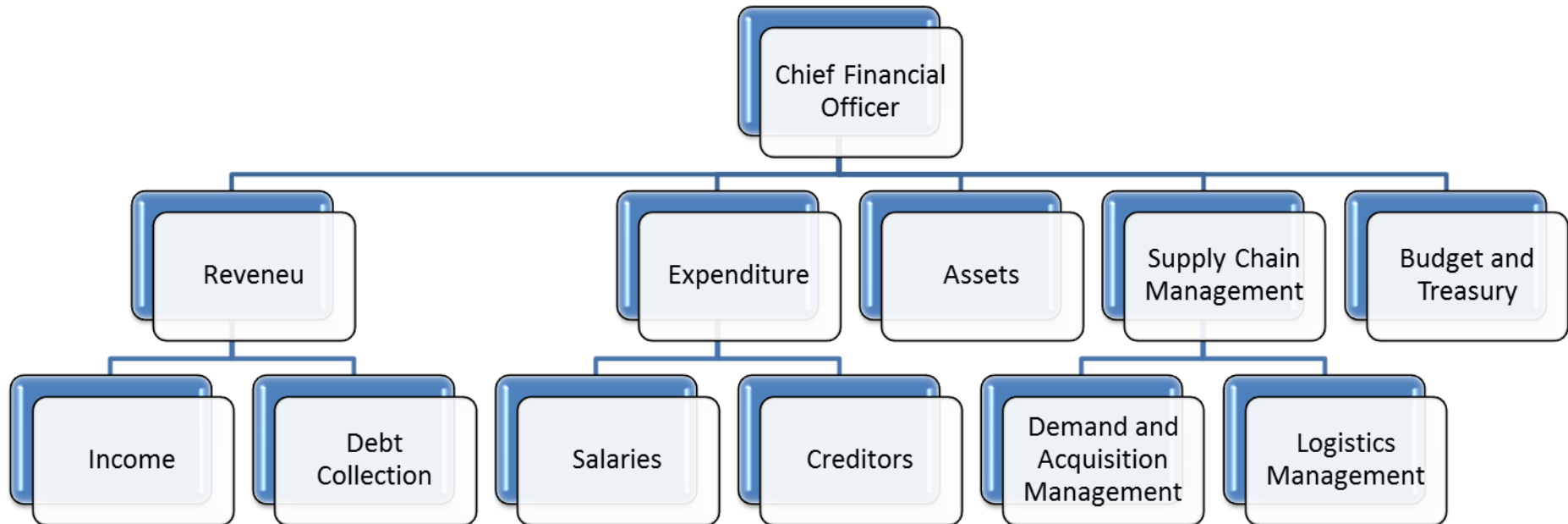
- Lacks capacity
- Poor management
- Incorrect reporting
- Poor budgeting
- No capacity to prepare AFS
- Lacks coordination with user department.

Supply Chain Management Section

- The section operates as procurement functions not supply chain management.
- Poor inventory management
- Poor demand management processes
- Lacks capacity
- Poor SCM management
- Non-compliance with policies and regulations
- No procedures in place.
- Lacks coordination of user departments.

SWOT Analysis

STRENGTH	WEKNESSES
<ul style="list-style-type: none"> ○ Some of the staff are willing and committed ○ Institutional Memory ○ Available resources ○ Willingness to change 	<ul style="list-style-type: none"> ○ Some staff are lazy and uncommitted ○ Staff not capacitate to make decisions ○ Management not giving direction ○ Poor communication ○ Poor team effort ○ Low Morale ○ Inability to adjust to change ○ Unclear vision and mission ○ Poor Leadership ○ Dishonesty
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ○ Community unrests ○ Fraud and Corruption 	<ul style="list-style-type: none"> ○ Support from GPG ○ Support from Treasury ○ Support from other departments ○ Willing customers to pay ○ Stable economic conditions

Organisational Structure

Risk Management

Risk	Risk Assessment		Management Controls	Residual Risk
	Impact	Likelihood		
<p>1. Fraud and Corruption. The municipality have recently identified fraud in the cashiers. The fraud in the finance department have exposed how exposed the department is to fraud and corruption. The management in the department turned a blind eye to the corruption and claimed ignorance to it. The fact that all monies were stolen whilst management was aware it poses a serious concern for the municipality.</p> <p>2. The AG has reported about a significant number of purchasing transactions that did not follow council policy and regulations.</p>	High	High	<p>The management has implemented controls relating to day end at the cashiers.</p> <p>Management is planning to integrate the financial system to all water and electricity vending system.</p> <p>We also need to train the managers in the department on the importance of respecting controls and enforcing them.</p> <p>Management have centralised procurement function to ensure that SCM monitors all purchases and ensure they are in line with Policy and regulation.</p>	High
<p>3. Non-compliance with legislation. According to Auditor General report the municipality did not comply with a number of MFMA requirements.</p>	High	Low	<p>Management has assigned the Budget and Treasury section to monitor compliance will all legislation governing local government.</p> <p>The SCM Manager was also tasked in ensuring that all municipal procurement are in line with SCM regulations.</p>	Medium
<p>4. Loss of Income. The municipality is losing income due to unbilled water and electricity and non-billing of other services. The big risk is that management did not play an oversight on the monthly charges.</p>	High	High	<p>Management has reviews all the tariffs and ensured that all consumers are billed for the service they provide. The staff was also trained on how to read the tariff lists and ensure that the we charge tariffs correctly.</p> <p>The management reviews monthly billing through the monthly billing meetings.</p>	Medium

Risk	Risk Assessment		Management Controls	Residual Risk
	Impact	Likelihood		
1. Non-payment of suppliers.	High	High	The management is monitoring the creditor's age analysis on weekly basis and monitoring the cash flow monthly. The municipality cash flow should improve to pay all creditors within 30 days and settle Eskom outstanding debt.	High
2. Poor management of assets.	High	High	<p>The municipality is still not managing the assets correctly. We have completed loading the assets in the financial system and we need to start managing the assets better.</p> <p>The council will be approving the asset management policy in February and management will develop the asset management procedures.</p>	High
3. Unreconciled Bank	High	High	The management will be reconciling the bank on monthly basis and ensuring that the unreconciled items are cleared monthly.	High

Operational Plan 2013/2014

Objective	Key Performance Area	Activity	Responsible Person	Period
Improve the cash flow position of the municipality	Revenue Management	<ul style="list-style-type: none"> ● Approved Credit Control and Debt Collection Policy. ● Approved Indigent Policy. ● Approved Basic Services Policy. ● Approved Tariff Policy. ● Approved ● Implementation of policies ● Streamline the billing process and system ● Training of staff on policies and process ● Munsoft re induction and full utilisation. ● Monthly reconciliations ● Complete the valuation roll ● Implement accurate tariffs ● Better manage pre-paid vending. ● Manage other income ● Improved supervision of staff 	Manager Revenue	
	Expenditure Management	<ul style="list-style-type: none"> ● Accurate and complete bank reconciliation ● Develop policies and procedures ● Implementation of policies and procedures. ● Training of staff ● Perform creditors reconciliation ● Clear salary suspense account ● Better customer service ● Pay creditors monthly ● Reconcile ledger to sub ledger ● Reconcile salaries 	Manager Expenditure	

		<ul style="list-style-type: none"> monthly Improved supervision of staff 		
	Budget and Reporting	<ul style="list-style-type: none"> Monitor all journal transaction Review of Ledger on monthly basis Ensure all sub ledger agrees to GL Ensure completeness and accurate TB Compile mid-year AFS Prepare Adjustment Budget Ensure adherence to budget timeline Costing of municipal services Prepare MTEF budget to 2016. Monitor cash flow monthly. Manage investments and loans 	Manager Budget	
	Supply Chain Management	<ul style="list-style-type: none"> Centralise SCM function Better management of inventory Develop demand management system Logistic Management Supplier database management Supplier performance assessment Reduce irregular expenditure 	Manager SCM	

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

FINANCIAL PLAN: MEDIUM TERM BUDGET POLICY STATEMENT FOR 2014/15

INTRODUCTION

The Budget Policy Statement was informed by the 5 Year Strategic Plan of Council adopted in September 2011, the Municipal Turn-Around Strategy, an IDP reflecting on the needs identified by the community and the social and economic situation within Gauteng in general and Westonaria in particular.

Municipal budgets must reflect policy priorities determined by the elected representatives. It is essential that Council by means of an Integrated Development Planning process identify the strategic focus areas and the strategic municipal priority issues.

For the Budget 2014/15 financial year, Council approved the following municipal strategic priority issues to be addressed in the budget:

- To promote integrated sustainable development
- To ensure the provision of basic services to communities
- To promote local economic and social development
- To provide a safe and healthy environment
- To provide a democratic and accountable government for local communities
- To ensure internal municipal business excellence

Operational and capital projects should address the following:

- Measurable objectives
- Functions/activities
- Outputs and targets
- Projected income and expenditure

EXECUTIVE SUMMARY

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. A critical review of expenditure was undertaken, basing the 2014/15 budget on actual expenditure to date, as well as items that were properly planned for and supported by department needs. This has resulted in a deficit to the municipality of approximately R 32 million on the current financial year's adjusted budget, which was driven mostly by depreciation of R54 million which is a non-cash item.

The Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the Municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government.

National Treasury's MFMA Circular No. 70 was used to guide the compilation of the 2014/15 MTREF. The main challenges experienced during the compilation of the 2014/15 MTREF can be summarised as follows:

- Aging and poorly maintained water, roads and Electricity Service infrastructure;
- The increased cost of bulk water and Electricity Service (due to tariff increases from Rand Water and Eskom), which is placing upward pressure on service tariffs to residents. Continuous high Tariff increases are not sustainable - as there will be point where services will no-longer be affordable;
- Cash-flow position of the municipality at present.

The following budget principles and guidelines directly informed the compilation of the 2014/15 MTREF:

- The zero based budget approach was utilized driven by a budget framework and review of key performance indicators (KPI's) to ensure that they are funded.
- The 2013/14 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2014/15 annual budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water and Electricity Service. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;

In view of the aforementioned, the following table is a consolidated overview of the proposed 2014/15 Medium-term Revenue and Expenditure Framework:

Consolidated Overview of the 2013/14 MTREF

GT483 Westonaria - Table A1 Budget Summary

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousands										
<u>Financial Performance</u>										
Property rates	23,190	26,893	31,402	36,195	36,195	36,195	36,195	52,195	55,259	58,503
Service charges	154,056	178,956	190,156	255,630	194,694	194,694	194,694	236,098	290,533	313,168
Investment revenue	300	512	551	578	578	578	578	500	529	560
Transfers recognised - operational	193,467	178,060	172,466	115,514	115,514	115,514	115,514	125,884	138,102	147,683
Other own revenue	24,781	29,513	43,995	50,472	54,861	54,861	54,861	56,382	59,692	63,196
Total Revenue (excluding capital transfers and contributions)	395,794	413,934	438,569	458,389	401,842	401,842	401,842	471,059	544,115	583,110
Employee costs	91,854	94,017	121,010	126,583	123,040	123,040	123,040	136,495	145,231	154,525
Remuneration of councillors	7,156	8,855	9,144	10,865	9,290	9,290	9,290	11,626	12,370	13,162
Depreciation & asset impairment	63,335	63,221	55,636	8,529	62,529	62,529	62,529	75,000	80,075	85,507
Finance charges	4,701	3,536	2,890	9,301	15,070	15,070	15,070	1,836	1,700	1,640
Materials and bulk purchases	131,609	159,484	150,003	184,262	162,126	162,126	162,126	174,262	188,884	204,736
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	68,338	67,671	116,716	108,394	62,257	62,257	62,257	82,027	97,387	103,060
Total Expenditure	366,994	396,784	455,399	447,934	434,312	434,312	434,312	481,246	525,647	562,630
Surplus/(Deficit)	28,801	17,151	(16,829)	10,455	(32,470)	(32,470)	(32,470)	(10,187)	18,468	20,480
Transfers recognised - capital	-	-	63,013	72,482	72,482	72,482	72,482	7,150	-	-
Contributions recognised - capital & contributed a	-	-	(7,387)	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	28,801	17,151	38,797	82,937	40,012	40,012	40,012	(3,037)	18,468	20,480
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	28,801	17,151	38,797	82,937	40,012	40,012	40,012	(3,037)	18,468	20,480
<u>Capital expenditure & funds sources</u>										
Capital expenditure	66,374	63,195	-	82,594	77,793	77,793	77,793	63,505	57,260	67,175
Transfers recognised - capital	66,374	54,376	-	72,482	72,482	72,482	72,482	56,355	57,260	67,176
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	2,565	2,565	2,565	2,565	-	-	-
Internally generated funds	-	8,819	-	7,547	2,746	2,746	2,746	7,150	-	-
Total sources of capital funds	66,374	63,195	-	82,594	77,793	77,793	77,793	63,505	57,260	67,176
<u>Financial position</u>										
Total current assets	42,888	65,590	36,390	76,865	96,851	96,851	96,851	101,231	106,128	133,867
Total non current assets	1,336,521	1,363,797	1,383,888	1,388,788	1,497,969	1,497,969	1,497,969	1,486,474	1,569,482	1,657,362
Total current liabilities	80,462	87,128	123,717	133,871	87,568	87,568	87,568	48,904	36,515	23,061
Total non current liabilities	21,901	48,898	47,453	37,079	37,079	37,079	37,079	47,268	40,952	35,123
Community wealth/Equity	1,277,046	1,293,360	1,249,107	1,294,703	1,470,173	1,470,173	1,470,173	1,491,533	1,598,144	1,733,045
<u>Cash flows</u>										
Net cash from (used) operating	104,958	53,503	96,205	85,659	117,811	117,811	117,811	92,716	87,366	99,621
Net cash from (used) investing	(63,160)	(69,043)	(70,868)	(81,862)	(77,061)	(77,061)	(77,061)	(63,505)	(57,260)	(67,175)
Net cash from (used) financing	(9,846)	(8,235)	(5,962)	(9,870)	(9,870)	(9,870)	(9,870)	(7,052)	(6,607)	(6,115)
Cash/cash equivalents at the year end	(6,221)	(29,996)	(10,620)	(745)	36,208	36,208	36,208	58,367	81,866	108,196
<u>Cash backing/surplus reconciliation</u>										
Cash and investments available	(6,222)	(29,997)	759	2,919	57,450	57,450	57,450	63,867	87,666	114,496
Application of cash and investments	16,940	71	66,713	136,714	13,188	13,188	13,188	(119)	9,085	4,220
Balance - surplus (shortfall)	(23,161)	(30,068)	(65,954)	(68,521)	44,262	44,262	44,262	63,986	78,582	110,276
<u>Asset management</u>										
Asset register summary (WDV)	1,436,397	1,884,816	72,375	1,323,291	1,395,666	1,395,666	1,486,474	1,486,474	1,569,482	1,657,362
Depreciation & asset impairment	63,335	63,221	55,636	8,529	62,529	62,529	75,000	75,000	80,075	85,507
Renewal of Existing Assets	-	-	-	705	505	505	505	-	-	-

Total operating revenue has grown by 17 per cent or R 69 million for the 2014/15 financial year when compared to the 2013/14 Adjustments Budget. The main reason for the growth is due to increased tariffs.

Outer year budgets have been increased by an average of 5.87% per annum.

Total operating expenditure for the 2014/15 financial year has been estimated at R 481 million signifies a R47 million decrease when compared to the 2013/14 Adjustments Budget. Operational expenditure has increased by 10.8 per cent in the 2014/15 budget and grows from the next by 9.2 and 7.2 per cent for each of the respective outer years of the MTREF.

The capital budget of R63 million for 2014/15 is 18% less when compared to the 2013/14 Adjustment Budget. The need for reduction of capital projects was based on the cash-flow position of the municipality and will be increased as the disparity between budget and cash-flow stabilizes.

Currently the bulk of capital projects are funded by MIG funds and the rest will be funded by savings made in the operational budget.

The following table is a summary of the 2014/15 MTREF (classified by main revenue source and expenditure by type):

GT483 Westonaria - Table A4 Budgeted Financial Performance (revenue and expenditure)

G1463 Westonaria - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source											
Property rates	2	23,190	26,888	31,402	36,195	36,195	36,195	36,195	52,195	55,259	58,503
Property rates - penalties & collection charges		—	5	—	—	—	—	—	—	—	—
Service charges - electricity revenue	2	55,018	64,833	69,794	102,599	81,493	81,493	81,493	88,012	112,022	120,350
Service charges - water revenue	2	80,875	94,828	97,027	130,085	99,355	99,355	99,355	114,258	142,698	154,903
Service charges - sanitation revenue	2	12,985	13,058	16,644	16,853	2,334	2,334	2,334	19,996	21,170	22,413
Service charges - refuse revenue	2	5,047	6,116	6,546	6,093	11,512	11,512	11,512	13,831	14,643	15,502
Service charges - other		131	121	145	—	—	—	—	—	—	—
Rental of facilities and equipment		395	404	387	153	153	153	153	423	448	474
Interest earned - external investments		300	512	551	578	578	578	578	500	529	560
Interest earned - outstanding debtors		11,793	14,215	14,248	17,523	—	—	—	—	—	—
Dividends received		—	—	—	—	—	—	—	—	—	—
Fines		52	5,532	7,671	5,202	5,412	5,412	5,412	7,400	7,834	8,294
Licences and permits		3,300	3,493	17,024	19,908	5,006	5,006	5,006	5,500	5,823	6,165
Agency services		—	—	—	—	2,933	2,933	2,933	5,886	6,232	6,597
Transfers recognised - operational		193,467	178,060	172,466	115,514	115,514	115,514	115,514	125,884	138,102	147,683
Other revenue	2	9,241	5,870	4,665	7,686	41,357	41,357	41,357	37,173	39,355	41,665
Gains on disposal of PPE		—	—	—	—	—	—	—	—	—	—
Total Revenue (excluding capital transfers and contributions)		395,794	413,934	438,569	458,389	401,842	401,842	401,842	471,059	544,115	583,110
Expenditure By Type											
Employee related costs	2	91,854	94,017	121,010	126,583	123,040	123,040	123,040	136,495	145,231	154,525
Remuneration of councillors		7,156	8,855	9,144	10,865	9,290	9,290	9,290	11,626	12,370	13,162
Debt impairment	3	23,908	13,042	48,555	20,497	20,497	20,497	20,497	25,000	37,030	39,178
Depreciation & asset impairment	2	63,335	63,221	55,636	8,529	62,529	62,529	62,529	75,000	80,075	85,507
Finance charges		4,701	3,536	2,890	9,301	15,070	15,070	15,070	1,836	1,700	1,640
Bulk purchases	2	127,994	149,912	150,003	183,470	161,670	161,670	161,670	173,807	188,403	204,226
Other materials	8	3,615	9,572	—	792	456	456	456	455	481	509
Contracted services		13,937	9,725	18,144	13,017	10,016	10,016	10,016	11,500	12,171	12,882
Transfers and grants		—	—	—	—	—	—	—	—	—	—
Other expenditure	4, 5	30,492	44,904	50,017	74,880	31,744	31,744	31,744	45,527	48,186	51,000
Loss on disposal of PPE		—	—	—	—	—	—	—	—	—	—
Total Expenditure		366,994	396,784	455,399	447,934	434,312	434,312	434,312	481,246	525,647	562,630
Surplus/(Deficit)		28,801	17,151	(16,829)	10,455	(32,470)	(32,470)	(32,470)	(10,187)	18,468	20,480
Transfers recognised - capital		—	—	63,013	72,482	72,482	72,482	72,482	7,150	—	—
Contributions recognised - capital	6	—	—	—	—	—	—	—	—	—	—
Contributed assets		—	—	(7,387)	—	—	—	—	—	—	—
Surplus/(Deficit) after capital transfers & contributions		28,801	17,151	38,797	82,937	40,012	40,012	40,012	(3,037)	18,468	20,480

Percentage growth in revenue by main revenue source

Percentage growth in revenue by main revenue source									
Description	2013/14	2014/15 Medium Term Revenue & Expenditure Framework							
R thousand	Adjusted Budget	Budget 2014/15	Year %	Budget Year 2015/16	+	%	Budget Year 2016/17	+	%
<u>Revenue By Source</u>									
Property rates	36 195	52 195	5.87%	55 259		5.87%	58 503		5.87%
Service charges - electricity revenue	81 493	88 012	8%	112 022		8%	120 350		8%
Service charges - water revenue	99 355	114 258	8.67%	142 698		8.67%	154 903		8.67%
Service charges - sanitation revenue	2 334	19 996	5.87%	21 170		5.87%	22 413		5.87%
Service charges - refuse revenue	11 512	13 831	5.87%	14 643		5.87%	15 502		5.87%
Rental of facilities and equipment	153	423	5.87%	448		5.87%	474		5.87%
Interest earned - external investments	578	500	9%	529		9%	560		9%
Interest earned - outstanding debtors	0	0	0%	0		0%	0		0%
Fines	5 412	7 400	5.87%	7 834		5.87%	8 294		5.87%
Licences and permits	5 006	5 500	5.87%	5 823		5.87%	6 165		5.87%
Agency fees	2 933	5 886	5.87%	6 232		5.87%	6 597		5.87%
Transfers recognised – operational	115 514	125 884	8.98%	138 102		9.71%	147 683		6.94%
Other revenue	41 357	37 173	5.87%	39 355		5.87%	41 665		5.87%
Total Revenue (excluding capital transfers and contributions)	401 842	471 059	17.22%	544 115		15.51%	583 110		7.17%

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the Municipality. Rates and service charge revenues comprise more than two thirds of the total revenue mix. In the 2013/14 financial year, revenue from rates and services charges totaled R231 million or 58 per cent. The bulk of income is generated by water and electricity, rates and taxes, and equitable share. Increases in water and electricity fees will amount to annual increases in income.

GT483 Westonaria - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		–	84,690	–	108,447	108,453	108,453	120,333	131,262	140,443
Local Government Equitable Share			82,640		102,257	102,257	102,257	113,718	126,795	135,725
Municipal Systems Improvement			–		890	894	894	934	967	1,018
			1,250							
			800							
Finance Management			–		1,300	1,302	1,302	1,450	1,500	1,700
EPWP Incentive			–		1,000	1,000	1,000	2,231	–	–
I.S.D.G			–		3,000	3,000	3,000	2,000	2,000	2,000
Provincial Government:		–	28,746	–	2,700	2,700	2,700	2,984	4,500	4,800
			–							
			–							
			–							
SRAC GRANT			28,746		2,700	2,700	2,700	2,984	4,500	4,800
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	1,520	–	3,120	3,120	3,120	2,567	2,340	2,440
			–							
MIG operational			1,520		3,120	3,120	3,120	2,567	2,340	2,440
Total Operating Transfers and Grants	5	–	114,956	–	114,267	114,273	114,273	125,884	138,102	147,683
Capital Transfers and Grants										
National Government:		–	58,098	–	72,282	72,282	72,282	55,775	56,460	66,376
Municipal Infrastructure Grant (MIG)			54,178		59,282	59,282	59,282	48,775	44,460	46,376
			–							
			3,900							
			–							
Integrated National Electrification Programme			20		13,000	13,000	13,000	7,000	12,000	20,000
Provincial Government:		–	–	–	–	–	–	580	800	800
DAC grant								580	800	800
District Municipality:		–	2,000	–	–	–	–	–	–	–
[insert description]			2,000							
			–							
Other grant providers:		–	–	–	–	–	–	–	–	–
Total Capital Transfers and Grants	5	–	60,098	–	72,282	72,282	72,282	56,355	57,260	67,176
TOTAL RECEIPTS OF TRANSFERS & GRANTS		–	175,054	–	186,549	186,555	186,555	182,239	195,362	214,859

Operating Grants

Operating grants and transfers totals R125 million in the 2014/15 financial year and steadily increases to R138 million by 2015/16. Year-on-year growth for the 2014/15 financial year is 10 percent

The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

GT483 Westonaria - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Capital Expenditure - Standard											
Governance and administration		2,527	4,146	1,366	6,600	3,105	3,105	3,105	1,400	-	-
Executive and council		450	124		-	-	-	-	30		
Budget and treasury office		250	2,300		4,845	2,500	2,500	2,500	-		
Corporate services		1,827	1,722	1,366	1,755	605	605	605	1,370		
Community and public safety		10,823	21,555	19,105	13,393	21,099	21,099	21,099	12,646	10,335	12,864
Community and social services		7,028	21,555	19,105	800	600	600	600	4,580	800	5,751
Sport and recreation		-	-		8,526	15,947	15,947	15,947	8,066	9,535	7,113
Public safety		-	-		245	101	101	101	-		
Housing		1,630	-		-	-	-	-	-		
Health		2,165	-		3,822	4,451	4,451	4,451	-		
Economic and environmental services		29,723	20,034	23,519	-	-	-	-	8,000	10,487	14,000
Planning and development		12,416	20,034	13,635	-	-	-	-	-		
Road transport		8,484	-		-	-	-	-	-		
Environmental protection		8,823	-	9,883	-	-	-	-	8,000	10,487	14,000
Trading services		23,301	17,460	35,231	57,601	39,773	39,773	39,773	41,458	36,438	40,311
Electricity		8,092	1,540	440	13,000	13,325	13,325	13,325	19,579	31,950	36,311
Water		4,050	15,920	18,319	24,232	23,978	23,978	23,978			
Waste water management		11,159	-	16,472	19,109	2,271	2,271	2,271	21,880	-	-
Waste management		-	-		1,260	200	200	200		4,488	4,000
Other		-	-		5,000	13,816	13,816	13,816			
Total Capital Expenditure - Standard	3	66,374	63,195	79,220	82,594	77,793	77,793	77,793	63,505	57,260	67,175
Funded by:											
National Government		66,374	54,376	63,756	59,282	72,282	72,282	72,282	48,775	44,460	46,376
Provincial Government					200	200	200	200	580	800	800
District Municipality					-	-	-	-	-	-	-
Other transfers and grants					13,000	-	-	-	7,000	12,000	20,000
Transfers recognised - capital	4	66,374	54,376	63,756	72,482	72,482	72,482	72,482	56,355	57,260	67,176
Public contributions & donations	5				-	-	-	-	-	-	-
Borrowing	6			14,140	2,565	2,565	2,565	2,565	-	-	-
Internally generated funds			8,819	1,324	7,547	2,746	2,746	2,746	7,150	-	-
Total Capital Funding	7	66,374	63,195	79,220	82,594	77,793	77,793	77,793	63,505	57,260	67,176

GT483 Westonaria - Table A6 Budgeted Financial Position

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand											
ASSETS											
Current assets											
Cash		14	4,064	6,910	1,677	36,208	36,208	36,208	58,367	81,866	108,196
Call investment deposits	1	8,244	–	–	1,242	21,242	21,242	21,242	5,500	5,800	6,300
Consumer debtors	1	23,039	43,531	28,470	73,946	39,401	39,401	39,401	36,294	17,330	18,172
Other debtors		8,596	11,864	–	–	–	–	–	–	–	–
Current portion of long-term receivables		2,052	4,939	–	–	–	–	–	–	–	–
Inventory	2	943	1,193	1,010	–	–	–	–	1,069	1,132	1,199
Total current assets		42,888	65,590	36,390	76,865	96,851	96,851	96,851	101,231	106,128	133,867
Non current assets											
Long-term receivables		3,994	–	5,319	–	–	–	–	–	–	–
Investments		–	–	–	–	–	–	–	–	–	–
Investment property		71,764	66,525	72,375	–	72,375	72,375	72,375	72,375	72,375	72,375
Investment in Associate		–	–	–	–	–	–	–	–	–	–
Property, plant and equipment	3	1,260,764	1,297,272	1,306,194	1,388,788	1,425,594	1,425,594	1,425,594	1,414,099	1,497,107	1,584,987
Agricultural		–	–	–	–	–	–	–	–	–	–
Biological		–	–	–	–	–	–	–	–	–	–
Intangible		–	–	–	–	–	–	–	–	–	–
Other non-current assets		–	–	–	–	–	–	–	–	–	–
Total non current assets		1,336,521	1,363,797	1,383,888	1,388,788	1,497,969	1,497,969	1,497,969	1,486,474	1,569,482	1,657,362
TOTAL ASSETS		1,379,409	1,429,387	1,420,278	1,465,653	1,594,820	1,594,820	1,594,820	1,587,705	1,675,610	1,791,229
LIABILITIES											
Current liabilities											
Bank overdraft	1	14,480	34,060	6,150	–	–	–	–	–	–	–
Borrowing	4	7,623	6,969	10,374	10,553	13,553	13,553	13,553	7,395	6,970	1,035
Consumer deposits		2,826	2,786	2,515	–	2,839	2,839	2,839	3,182	3,545	3,930
Trade and other payables	4	55,533	43,069	99,223	123,318	65,721	65,721	65,721	32,500	19,800	11,500
Provisions		–	244	5,456	–	5,456	5,456	5,456	5,826	6,199	6,596
Total current liabilities		80,462	87,128	123,717	133,871	87,568	87,568	87,568	48,904	36,515	23,061
Non current liabilities											
Borrowing		21,901	14,320	16,605	6,231	6,231	6,231	6,231	15,400	8,005	1,035
Provisions		–	34,578	30,848	30,848	30,848	30,848	30,848	31,868	32,947	34,089
Total non current liabilities		21,901	48,898	47,453	37,079	37,079	37,079	37,079	47,268	40,952	35,123
TOTAL LIABILITIES		102,363	136,026	171,171	170,950	124,647	124,647	124,647	96,172	77,466	58,184
NET ASSETS	5	1,277,046	1,293,360	1,249,107	1,294,703	1,470,173	1,470,173	1,470,173	1,491,533	1,598,144	1,733,045
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		1,277,046	1,293,360	1,249,107	1,294,703	1,470,173	1,470,173	1,470,173	1,491,533	1,598,144	1,733,045
Reserves	4	–	–	–	–	–	–	–	–	–	–
Minorities' interests		–	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	5	1,277,046	1,293,360	1,249,107	1,294,703	1,470,173	1,470,173	1,470,173	1,491,533	1,598,144	1,733,045

GT483 Westonaria - Table A7 Budgeted Cash Flows

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Ratepayers and other	1	178,799	177,689	255,502	240,145	266,973	266,973	266,973	301,488	310,885	333,651
Government - operating		193,467	170,557	164,895	115,514	115,514	115,514	115,514	125,884	138,102	147,683
Government - capital		-	-		72,482	72,482	72,482	72,482	56,355	57,260	67,176
Interest		12,094	14,727	14,799	4,258	350	350	350	500	529	560
Dividends		-	-		-	-	-	-	-	-	-
Payments											
Suppliers and employees	1	(274,701)	(305,934)	(336,100)	(337,438)	(322,438)	(322,438)	(322,438)	(389,675)	(417,710)	(447,810)
Finance charges		(4,701)	(3,536)	(2,890)	(9,301)	(15,070)	(15,070)	(15,070)	(1,836)	(1,700)	(1,640)
Transfers and Grants		-	-		-	-	-	-			
NET CASH FROM/(USED) OPERATING ACTIVITIES		104,958	53,503	96,205	85,659	117,811	117,811	117,811	92,716	87,366	99,621
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	2,035	251	251	251	251	-	-	-
Decrease (Increase) in non-current debtors		-	-		481	481	481	481	-	-	-
Decrease (increase) other non-current receivables		-	3,158	(4,483)	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-		-	-	-	-	-	-	-
Payments											
Capital assets		(63,160)	(72,201)	(68,420)	(82,594)	(77,793)	(77,793)	(77,793)	(63,505)	(57,260)	(67,175)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(63,160)	(69,043)	(70,868)	(81,862)	(77,061)	(77,061)	(77,061)	(63,505)	(57,260)	(67,175)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-		-	-	-	-			
Borrowing long term/refinancing		-	-		-	-	-	-			
Increase (decrease) in consumer deposits		-	-	(271)	324	324	324	324	343	363	385
Payments											
Repayment of borrowing		(9,846)	(8,235)	(5,690)	(10,194)	(10,194)	(10,194)	(10,194)	(7,395)	(6,970)	(6,500)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(9,846)	(8,235)	(5,962)	(9,870)	(9,870)	(9,870)	(9,870)	(7,052)	(6,607)	(6,115)
NET INCREASE/ (DECREASE) IN CASH HELD											
Cash/cash equivalents at the year begin:	2	(38,173)	(6,221)	(29,996)	5,328	5,328	5,328	5,328	36,208	58,367	81,866
Cash/cash equivalents at the year end:	2	(6,221)	(29,996)	(10,620)	(745)	36,208	36,208	36,208	58,367	81,866	108,196

The expected cash surplus of R58 million is due to prudent budgeting. The reduction of the expenditure budget is expected to assist in building cash reserves as displayed in the cash flow statement. Conservative revenue projections coupled with the above reduction in the expenditure budget will make the cash surplus achievable.

[illegible]

[illegible]

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION

Strategic Goal 5: To provide a democratic and accountable government for local communities

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Broaden / local democracy</i>	Ward committee support programmes conducted versus planned (%)	90		12 026 000.00			
	Ward committee issues raised versus addressed (%)	90					
	Council committees' functionality (%)	90		636 587.12			
	Ward committee meetings planned versus conducted (%)	90		220 000.00			
	Public participation meetings / events / imbizo planned versus conducted (%)	90		7 100 412.88	30 000.00		
	Special mayoral programmes planned versus implemented (%)	90		1 500 000.00			
	Functional Ward committees (n)	16		400 000.00			
	IDP representative forum meetings conducted (n)	3		80 000.00			
<i>Corporate governance</i>	Reports required in terms of legislation versus submitted timeously (%)	100		4 513 200.00			
	Average lead time from community queries / petitions received until responded to (working days)	5					
	Compliance to regulatory framework (%)	100					
	Council resolutions made versus implemented (%)	80					
	Audit queries received versus corrective action taken within specified time (%)	95		1 200 000.00			
	Enterprise Risk Management actions planned versus implemented (%)	90		100 000.00			

Political Support Unit Programmes:**Mayoral Career Expo**

The office of the Executive Mayor is currently working on hosting the Annual Mayoral Career Expo. The career expo is an initiative to facilitate the exposure of high achieving grade 11 and 12 school learners in the Greater Westonaria area to the wide variety of possible careers, bursaries and opportunities offered by exhibiting companies, as well as hearing about the study opportunities offered by different educational institutions.

The exhibition allows learners direct interaction with companies, educational institutions and role models in various careers. The learners who attended would be responsible for reporting on their experiences to their schools. This allows for information to filter to the rest of the school in order for all learners to benefit.

Establishment of the Mayoral Bursary Fund Forum

The purpose of the fund is to establish a forum aimed at giving bursaries to top matric achievers from the disadvantaged schools in the Greater Westonaria. At the cost of higher education steadily rises, many capable students find it difficult to pay for tertiary fees. Establishing a bursary fund is a way to help needy and deserving students who make good grades but can't afford higher education.

Anti-Substance Abuse Campaign

The Office of the Executive Mayor is planning to host an anti-substance abuse campaign in the Greater Westonaria during the Youth Month. At the heart of campaign is a call to all sectors of the Community to help mobilize social conscience against substance abuse and to raise general public awareness about the dangers of drugs.

Youth Awards

Youth awards will be hosted in Westonaria, the objective is to recognize the outstanding achievers in the Greater Westonaria, excelling academically, sports, arts and culture, etc.

Car Wash Projects

To identify existing car wash business and assist them to register cooperatives.

Awareness Campaign against Women & Children Abuse.

The objective of the programme is to educate Women about the threat of alcohol & Drug abuse within communities and to inform people about institution that offers support. To have an educational Campaign on Abuse of Women and Children.

Establishment of Westonaria Women's Forum.

To Empower & Capacitate women on Socio-Economic Issues.

1. Ward Committee Trainings

This programme is done for the purposes of empowering Ward Committees and address issues of capacity building of Ward Committees in order for them to have relevant skills of resolving ward problems in their respective wards. These trainings make it easy for ward committees to understand their role in the community and effectively participate in municipal programmes and community programmes.

2. Quarterly Reports to Council

The submission of reports to council seeks to make sure that all departments receive reports and take corrective measures to address issues that are raised by the community members.

3. Petitions Committee and MPAC

These Council Committees are fully functional and they address issues that are directly linked to their areas of specialization. Municipality is promoting Petition's System in order to minimize the number of protests which are taking place in our communities hence petitioning is the smooth and effective way of addressing community grievances and community needs. On the other hand, MPAC is also playing an oversight role in the municipality on how the public funds are spent to promote good financial management system within the municipality.

4. Monthly Ward Committee Meetings

Ward Committee meetings are championed by Ward Councillors and happened as planned through the implementation of Annual public Participation Schedule which is adopted by Council for execution.

5. Public Participation Process

Council has adopted a Public Participation Annual Schedule which is implemented by Councillors for the realisation of all the plans with regards to public participation engagement. This is done for the purposes of involving communities to all the decision making of the Municipality and for the promotion of accountable, good governance and transparency. IDP public participation process is one of the key programmes of the municipality where the platform for public engagement and participation is created for community members to make imputes on issues of municipal plans to shape the decisions of the municipality so that they can be informed by the needs and interests of the community members.

6. Functional Ward Committees

Ward functionality System is in place to check the effectiveness of the ward committees in execution of their duties as prescribed by the Municipal Structures Act No 117 of 1998 which states that "The object of a ward committee is to enhance participatory democracy in the local government". Ward committees are doing door to door, identify community needs, and communicate the decisions of the municipality in their respective wards.

GOVERNANCE STRUCTURES:

- **Internal Audit function:**

Section 165 of the MFMA No. 56 of 2003 states that:

- 1) Each municipality and each municipal entity must have an internal audit unit, subject to subsection (30).
- 2) The internal audit unit of a municipality or municipal entity must-
 - a) Prepare a risk-based audit plan and an internal audit program for each financial year;
 - b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to-
 - i. Internal audit;
 - ii. Internal controls;
 - iii. Accounting procedures and practices;
 - iv. Risk and risk management;
 - v. Performance management;
 - vi. Loss control; and
 - vii. Compliance with this Act, the annual Division of Revenue Act and any other applicable legislation; and
 - c) Perform such other duties as may be assigned to it by the accounting officer.
- 3) The internal audit function referred to in subsection (2) may be outsourced if the municipality or municipal entity requires assistance to develop its internal capacity and the council of the municipality or the board of directors of the entity has determined that this is feasible or cost-effective.

Westonaria Local Municipal during 2013 outsources its internal audit function to Akanani who assisted Council to prepare for the External Audit by the Audit Committee. This contract lapsed 31 December 2013.

An audit plan based on the risk register was produced with a detailed scope of work enabling Akanani to easily proceed with the audit.

Unfortunately the contract could not be extended and Council had to advertise for the outsourcing of its internal audit function for a period of seven (7) days. The service provider will be appointed until 30 June 2014.

- **Audit Committee:**

Since 1 December 2013 the following serve as the audit committee members:

Ms K Mbonambi
Mr B Ahmed
Mr H Moella
Ms M Nkoma
Mr H Chiloane
Ms C Phetwe.

The audit committee is responsible for:

- The review of the annual financial statements enabling Council with an authoritative and credible view of true financial position of the municipality.
- Respond to Council on any issues raised by the Auditor General in his report.\carry out investigations into financial affairs of the municipality
- Perform such other functions as may be prescribed.

The audit committee must:

- Consist of at least three (3) persons with appropriate experience of whom the majority may not be in the employ of the municipality.
- Meet as often as required to perform its functions but at least four (4) times a year.

The members of the audit committee must be appointed by the Council. One of the members not in the employ of the municipality must be appointed as chairperson. A councillor may not be a member of the audit committee.

- **Oversight Committee/Municipal Public Accounts Committee (MPAC)**

In terms of Section 79 of the Municipal Structures Act, Act No 117 of 1998, the Municipal Public Accounts Committee (MPAC) is to be established to improve governance and management of public funds within Westonaria Local Municipality.

1. Purpose of MPAC

The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This will include oversight over municipal entities.

In order for the MPAC to fulfill this oversight role, it needs to be provided with the necessary information and documentation to interrogate the actions of the executive.

2. Delegation of functions to the MPAC

Functions must be formally delegated to the MPAC in accordance with the provisions of section 59 of the Local Government: Municipal Systems Act, 2000. The delegations must be included as part of the System of Delegations of the Municipality. It should be noted that with regard to the delegations to the MPAC, the municipality should not allow for a review of the decisions of the MPAC by the Exco or Executive Mayor in accordance with section 59(3)(b) of the Systems Act, as the purpose of the MPAC is to do oversight of the executive. The delegations to the MPAC should specifically exclude the said powers to the executive of the municipality.

The requirement to report on the delegated authorities by the MPAC can be included as part of the quarterly report submitted to the council by the MPAC.

4. The following responsibilities should be considered for delegation to the MPAC in terms of the provisions of section 59 of the Systems Act:

The authority to interrogate the following documents and to make recommendations to the municipal council in accordance with the terms of reference of the committee:

Unforeseen and unavoidable expenditure;
Unauthorized, irregular or fruitless and wasteful expenditure;
SDBIP;
Monthly budget statements;
Mid-year budget and performance assessment;

Mid-year budget and performance assessment of municipal entities;
Disclosures concerning Councillors, directors and officials;
Annual financial statements;
Annual report;
Issues raised by the A-G in the audit reports;
The appointment of the audit committee;
Disciplinary steps instituted in terms of the MFMA;
The review of the IDP post elections;
The annual review of the IDP;
Performance management plan;
The draft annual budget with reference to the approved IDP; and
Declaration of interest forms submitted by Councillors.

The authority to consider all presentations made by the community on the annual report and the authority to have interviews with members of the community to obtain input on the annual report, as well as the authority to prepare the draft oversight report over the annual report.

The authority to instruct any member of the executive or the municipal manager to attend the meeting of the MPAC to address matters specified by the MPAC and to provide the MPAC copies of documents to be dealt with by the committee in terms of its terms of reference.

The authority to instruct any member of the board or the CEO of a municipal entity to attend the meeting of the MPAC to address matters specified by the MPAC and to provide the MPAC with copies of documents to be dealt with by the committee in terms of its terms of reference.

The authority to obtain legal, technical and other specialized assistance required to exercise its functions and duties within the budget approved for the committee and subject to the supply chain management policy where applicable.

The following are members of MPAC in WLM:

Cllr N Dyase (Ms) Chairperson
Cllr V Lwabi (Ms)
Cllr D Mampe
Cllr M Jokazi
Cllr P de Jager
Cllr Ndzipho
Cllr C Seitheiso (Ms).

- **Ward Committees**

Ward Committees are advisory bodies that must work through their Ward Councillor and serve as an official specialised participatory structure in the municipality. The following are functions performed by Ward committees in their ward:

- To create formal unbiased communication channels as well as co-operative partnerships between the community and the council.
- Advise and make recommendations to the ward councillor on matters and policy affecting the ward;
- Assist the ward councillor in identifying conditions, challenges and the needs of residents;
- Spread information in the ward concerning municipal affairs such as the budget, integrated development planning, service delivery options and municipal properties;
- Receive queries and complaints from residents concerning municipal service delivery, communicate it to council and provide feedback to the community on council's response;

- Ensure constructive and harmonious interaction between the municipality and community through the use and coordination of ward residents meetings and other community development forums;
- Interact with other forums and organizations on matters affecting the ward.
- Serve as a mobilising agent for community action.

Ward Public Meetings are held on a quarterly basis and monitored by the office of the Speaker. The WLM has a Draft Community Participation Strategy but it is not yet approved.

- **Council Committees:**

During the month of January of each year Council adopts a formal schedule of dates of meetings for the period January – December of such year as required by the Municipal Structures Act, Act No 117 of 1998, Chapter 3 and Chapter 4.

The West Rand District Municipality's schedule of date has been integrated with the Westonaria Local Municipality's to prevent the overlapping of Council meetings taking into consideration Council's representatives serving on the West Rand District Municipality. The following meetings prescribed by the above-mentioned Act, are convened according to the adopted schedule of dates.

Section 80 Committee meetings:

- Finance Portfolio Committee
- Corporate Services Portfolio Committee
- Infrastructure Services Portfolio Committee
- Human Settlement & Rural Development Portfolio Committee
- Health & Social Development Portfolio Committee
- Public Safety Portfolio Committee
-
- Mayoral Committee Meetings
- Extraordinary Mayoral Committee Meetings (Special meetings by request of the Executive Mayor)
- Council Meetings
- Extraordinary Mayoral Committee Meetings (Special meetings by request of the Speaker)

Mostly the purpose of the extraordinary meetings is to provide for the urgent adoption of compliance reports.

- **Supply Chain Committees (SCM).**

Supply Chain Committees are in place and are the following:

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee.

All members of these committees are appointed by the Accounting Officer and are all officials of the municipality. There are no Cllrs in these committees.

Availability and status of management and operational systems:

- **Risk Analysis:**

Risk Assessment for 2013/14 Financial Year was done. Risk Owners do report on the progress made regarding implementation of action plans. Approved Risk Management Policy and Framework are in place. Risk Management Committee's Terms of Reference are in place.

- **Fraud Prevention Plan:**

The Anti-Fraud and Corruption Policy is in place and has been approved.

- **Complaints Management System:**

- **Enforcement of disclosures:**

Every financial year forms are re-issued to Cllrs and officials for enforcement of disclosures.

- **Communication Strategy:**

Westonaria Local Municipality adopted its Communication Strategy in 2011.

During January 2014 a district wide revision exercise was conducted by the District Communication Forum, representative of all Communicators in the West Rand. This approach was thoroughly deliberated by the Forum inclusive of Provincial and National Departments i.e. GCIS, COGTA and the Gauteng Premier's Office to ensure a common approach towards the 2016 Vision and the relevancy to the continuous changes of the communications environment and its dynamics.

The revised Draft Communication Policy will be submitted for formal adoption by Council end of May 2014.

- **Stakeholder Mobilization Strategy:**

The municipality does not have a stakeholder mobilization strategy however, the office of the Executive Mayor often holds sessions with different stakeholder grouping or interest groups as and when there is a need; adhoc e.g. church, education, transport, youth etc.

- **Public Participation/Community-Based Planning Strategy:**

Public participation strategy is at a draft stage which is drafted in the context of the District wide 2016 vision.

KEY PERFORMANCE AREA 6: SPATIAL ANALYSIS

Strategic Goal 1: To promote integrated sustainable development

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Land use management</i>	Illegal land uses resolved versus registered (%)	90					
	Land audit revision completed (n)	-					
	Revised Spatial Development Framework (n)	1					
	Percentage of development planning applications processed within stipulated timeframe. (%)	90					
	Development planning applications processed within stipulated timeframe of 90 days.	90	216 960.04	2 498 829.33			
	Land invasions detected versus responded to (%)	100					
<i>Human settlements management</i>	Informal settlements formalised (n) (Thusanang)	1		-			
	Human settlement projects planned by Province versus supported (%)	100		2 074 777.23			
<i>Infrastructure master planning</i>	Integrated infrastructure master plan (n)	-					
<i>Rural development planning</i>	Rural development plan available (n) (Revision)	1					

Programmes:

Intended Outcome:

1. A well-coordinated and stream-lined Development, supported by Services infrastructure.
2. Habitable and desirable place of residence.
3. Pro-active and re-active maintenance plans complemented by infrastructure services' forward plans.
4. A sustainable Peri-urban and Agrarian reform set-u.

**SECTION G:
IMPLEMENTATION PLAN (OBJECTIVES)**

Strategic Goal 1: To promote integrated sustainable development

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Land use management</i>	Illegal land uses resolved versus registered (%)	90					
	Land audit revision completed (n)	-					
	Revised Spatial Development Framework (n)	1					
	Percentage of development planning applications processed within stipulated timeframe. (%)	90					
	Development planning applications processed within stipulated timeframe of 90 days.	90	216 960.04	2 498 829.33			
	Land invasions detected versus responded to (%)	100					
<i>Human settlements management</i>	Informal settlements formalised (n) (Thusanang)	1		-			
	Human settlement projects planned by Province versus supported (%)	100		2 074 777.23			
<i>Infrastructure master planning</i>	Integrated infrastructure master plan (n)	-					
<i>Rural development planning</i>	Rural development plan available (n) (Revision)	1					

Strategic Goal 2: To ensure the provision of sustainable basic services to communities

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Physical infrastructure (Roads, Electricity, Public amenities)</i>	Kilometre of road (and storm-water drainage) construction (km)	3		3 373 000	8 000 468.97	10 486 918.21	14 000 000.00
	Storm water drainage maintenance completed (km)	30		1 002 200			
	Roads maintenance completed						
	Dirt roads maintenance completed (km)	60					
	Potholes on municipal roads repaired (%)						
	Tarred roads resurfacing (10 km)			40 428 600			
	Sidewalks maintenance			81 200.00			
	New bulk electricity supply capacity planned v/s acquired (MVA) (%)	100	88 012 440.00	86 262 00	7 578 654.94	17 950 469.00	7 063 005.00
	Electricity maintenance plan targets met (%)	85					
	Number of repairs and maintenance		2 000 000.00	1 400 000.00			
	New street lights installed (n)	300			1 000 000.00		
	Street light defaults registered versus repaired (%)	80		350 000.00			
	Percentage of maintenance plan target met achieved.						
	Performance against quality of electricity supply standards (%)	100					
	Building maintenance plan targets met (%)	80					
	New electrical services connections applications received versus installed (%)	90	91 115.70		7 000 000.00	12 000 000.00	20 000 000.00
	Public amenities developments planned versus implemented (%)	100					
	Zuurbekom MPCC						
	Public facilities maintenance plan targets met (%)	80					

Strategic Goal 2: To ensure the provision of sustainable basic services to communities (Cont.)

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Municipal services (Water, Sanitation, Solid waste removal)</i>	Emergency incident received v/s resolved within specified time (%)	90					
	Households serviced with portable water						
	Unaccounted water losses reduction (%)	5					
	Unaccounted electricity losses reduction (%)	5		2 000 000.00	4 000 000.00		
	Installed water meters			120 000.00			
	Uninterrupted water supply (%)	90					
	Applications for new water connections received versus new water connections installed (%)	90	258 075.37				
	Access to water planned versus provided (%) (informal settlements)	90		1 753 725.00			
	Water network maintenance plan targets met (%)	80		1 500 000.00			
	Bulk water capacity available versus required (%)	95	114 258250.00	113 385 275.00			
	Bulk sanitation capacity planned versus implemented (%)	90		700 000.00			
	Demand vs supply Bulk water capacity available versus required (%)				21 879 541.12		
	Sewer maintenance plan targets met (%)	80					
	Repairs and maintenance plan		19 996 117.45	18 496 000.00			
	Blue drop results green drop results .	95 69		1 500 000.00			
	Performance against effluent treatment standards (%)	90					
	New water borne sewer applications received versus connections installed (%)	100					
	Increase in access to solid waste removal (%)	90				4 487914.00	4 000000.00

Strategic Goal 2: To ensure the provision of sustainable basic services to communities (Cont.)

PERFORMANCE INDICATOR		TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Municipal services (Water, Sanitation, Solid waste removal)</i>	Performance against landfill sites standards (%)	90					
	New service areas with communal waste skips planned versus implemented (%)	70					
	Performance against Street Cleaning & Public Facilities	100		4 999 000.00			
	Performance against planned solid waste removal standards (%)	90	13 830 872.74	15 831 000.00			

Strategic Goal 3: To promote local economic and social development

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
Economic development	LED projects planned versus implemented (n)	8					
	EPWP job opportunities created (n)	500		2 231 000.00			
	Number of SMMEs supported (n)	250					
	Numbers of Co-operatives established versus supported (n)	100					
Social development	Library services planned versus provided (%)	90	2 984 000.00	4 198 000.00	580 000.00	800 000.00	800 000.00
	Integrated Social Development Intervention planned versus implemented (%): Social Services	80		3 297 000.00			
	Integrated social development interventions planned versus implemented (%) (HIV, vulnerable groups, youth, indigent management, sports, arts and culture development, etc.)	80		5 851 000.00	8 066 234.97	9 534 699.00	7 112 938.00
Rural development	Rural development initiatives planned versus implemented (%)	80					

Strategic Goal 4: To provide a safe and healthy environment

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Environmental management (Waste, Parks and Cemetery Management)</i>	Parks planned for development versus provided (%)	90					
	Cemeteries services planned versus provided (%)	90	287 495.89	5 160 000.00	4 000 000.00		
	Parks services planned versus provided (%)	90		6 704 000.00			4 951 292.00
<i>Community safety</i>	Traffic services planned versus provided (%)	90	7 400 000.00	3 320 000.00			
	Performance against licensing agency service level agreement (%)	90	11 386 119.78	6 137 000.00			
	By-laws enforcement programmes planned vs implemented						
	Number of municipal by-laws developed and reviewed.	90		50 000.00	0		

Strategic Goal 5: To provide a democratic and accountable government for local communities

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Broaden / local democracy</i>	Ward committee support programmes conducted versus planned (%)	90		12 026 000.00			
	Ward committee issues raised versus addressed (%)	90					
	Council committees' functionality (%)	90		636 587.12			
	Ward committee meetings planned versus conducted (%)	90		220 000.00			
	Public participation meetings / events / imbizo's planned versus conducted (%)	90		7 100 412.88	30 000.00		
	Special mayoral programmes planned versus implemented (%)	90		1 500 000.00			
	Functional Ward committees (n)	16		400 000.00			
	IDP representative forum meetings conducted (n)	3		80 000.00			
<i>Corporate governance</i>	Reports required in terms of legislation versus submitted timeously (%)	100		4 513 200.00			
	Average lead time from community queries / petitions received until responded to (working days)	5					
	Compliance to regulatory framework (%)	100					
	Council resolutions made versus implemented (%)	100					
	Audit queries received versus corrective action taken within specified time (%)	95		1 200 000.00			
	Enterprise Risk Management actions planned versus implemented (%)	90		100 000.00			

Strategic Goal 6: To ensure internal municipal business excellence

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Business management / leadership (Strategic positioning, Organisational culture, Stakeholder relations management / communication, Business performance management)</i>	Policies planned to be developed / reviewed versus developed / reviewed (%)	100		250 000.00			
	Organisational climate / employee satisfaction rating (%) (matters management has controlled over)	50					
	Customer satisfaction rating (%)	50					
	Performance management of service providers						
	AG audit opinion (level)	Clean		6 000 000.00			
	To develop SDBIP and approved by council	100		5 393 000.00			
<i>Legal services</i>	Provision of Legal Support, opinions and advice within 21 days	100		3 011 000.00			
	MOU's, SLA, s, Contracts and any other legal documents draft and scrutinised in 21 days	100					
	Provision of support in the development and review of By-laws in terms of the framework within 3 months	100					
	Provision of support in the development and review of Policies in terms of the framework within 3 months	100					
	Litigation Management: Legal claims and actions attended to within the prescribed legal timeframes	100					
	Disciplinary matters attended to within prescribed timeframes	100					
	SALGBC and CCMA matters attended to within prescribed timeframes	100					
<i>Resource management Human Resource management</i>	Funded (Critical) positions filled (%)	100					
	Skills development plan targets met (%)	100		6 327 000.00			

Strategic Goal 6: To ensure internal municipal business excellence (Cont.)

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
<i>Resource management Human Resource management</i>	Equity targets met (%)	100					
	Labour relations issues resolved versus attended to within regulatory guidelines (%)	80					
	Labour cost to total operational cost (%)	33		4 243 400.35			
Financial management	Revenue collected actual versus planned (%)	90	52 195 000.00				
	Number of households paying for services (%) (excluding indigents)	90		34 076 000.00			
	Variance on operational budget spent (%)	10					
	Variance on capital budget spent (%)	15					
	Creditors age (days)	30	37 242 489.00	6 539 400.64			
	Average lead time from tender advertisement until service provider appointed / goods delivered (days)	90		1 709 000.00			
	Value of goods / services procured from local suppliers versus total procured (%)	50		150 000.00			
	Grants spent versus grants received (%)	100	116 102 000.00	4 383 299.31			
ICT management	ICT audit queries received versus corrected (%)	100		6 691 000.00	600 000.00		
Information /knowledge management	Compliance with National archives standards (%) Implement national archives standards	100		250 000.00			
Facilities management	Implementing corporate identity manual	100		330 000.00			
	Building maintenance plan targets met.	100		11 573 000.00	770 000.00		

Strategic Goal 6: To ensure internal municipal business excellence (Cont.)

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 14/15	Operating revenue	Operating expenditure	Capital budget 2014-15	Capital budget 2015-16	Capital budget 2016-17
Asset management	Asset management plan implementation targets met (%)	100					
Fleet management	Provision of leased vehicles	16		13 789 000.00			
	Business Performance assessment ratings						
	Fuel management and vehicle maintenance	100		520 000.00			
	Vehicles to be replaced	74			-		
Project management unit	KPI to be created- operational		2 567 100.00	2 928 000.00			
	KPI to be created- capital						
			471 059 035.97	481 244 906.86	63 504900.00	55 260000.21	57 927 235.00
			471 059 035.97				

SECTION H: SECTOR PLANS

The following are sectors plans/strategies which are attached as annexures into this document

DEPT/UNIT	ANNEX NO.	STRATEGY/PLAN	ADOPTION DATE	REVIEWED Y/N	ENVISAGED ADOPTION DATE
Community Services	1	Disaster Management Plan (District)			
Strategic Services	2	Risk Management Policy & Framework			
Strategic Services	3	LED Strategy & Implementation Plan	Aug 2013		
Community Services	4	HIV/Aids Strategic Plan	Jun 2013		
Corporate Services	5	Employment Equity Plan			
Corporate Services	6	HRM & HRD Strategy			
Infrastructure Services	7	Regional Integrated Transport Plan			
Infrastructure Services	8	Draft Housing Plan			
Infrastructure Services	9	Electricity Master Plan	July 2010	Yes: August 2013 (Can only be review if we received confirmation of new development from Human Settlement)	
	10	Draft Anti-Corruption & Fraud Prevention Strategy			
Infrastructure Services	11	Water Services Development Plan			
Infrastructure Services	12	Water Safety Plan			
Strategic Services	13	PMS Policy & Framework	Feb 2013		
Strategic Services	14	EPWP Policy	Aug 2012		
Community Services	15	Draft Integrated Waste Management Plan			
Community Services	16	Community Safety Plan	2012		
Community Services	17	Education Awareness Plan			
Community Services	18	Social Development Strategy			
Infrastructure Services	19	Draft SDF			
Corporate Services	20	Communication Strategy	2010/11	February 2014	
Finance	21	Financial Recovery Plan	To be submitted		

SECTION I: DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

Projects List

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
	Sanitation Greater Westonaria	5		21 879 541.12			
	Simunye Internal Roads	7& 8		8 000 468.97	4 484 918.21	5 000 000	MIG
	Zuurbekom Multi-Purpose sport & recreation communities	16		7 316 234.97			MIG
	Centre rehabilitation (Combi Courts)				8 000 000		MIG
	Bekkersdal Cemetery	9,10,11,12,13,14, 15		4 000 000			MIG
	Prepaid meters (Phase 4)				2 000 000	9 247 965	MIG
	Simunye PMS & RCC (Gymnasium)	7 & 8			1 534 699	5 000 000	MIG
	Westonaria Sports Complex (Phase 2)	4				2 112 938	MIG
	Construction of waste processing plant (Phase 2)	5			4 487 914	4 000 000	MIG
	Hannes van Niekerk Access road	5			6 000 000	9 000 000	MIG
	Various Parks (Development of Maselpoort park)					4 951 292	MIG
	Construction of transfer stations in Westonaria	All wards		7 578 654.94	17 950 469	7 063 005	MIG
				48 774 900	44 460 000.21	46 375 200	

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
LIBRARIES							
	Procurement of books			580 000	800 000	800 000	DAC

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
	Westonaria Borwa Electrical Infrastructure house connection			7 000 000	12 000 000	20 000 000	DME

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
ADMINISTRATION							
	Roofing			500 000			Own funding
	Furniture & fittings			270 000			Own funding

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
INFORMATION & COMMUNICATION TECHNOLOGY							
	Computers to be replaced			600 000			Own funding

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
SPORT & RECREATION							
	Horticulture equipment			750 000			Own funding

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
POLITICAL SERVICES							
	PA system			30 000			Own funding

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
ELECTRICITY							
	Installation of smart meters system			4 000 000			Own funding
	Street lights			1 000 000			Own funding

FULL LIST OF MIG PROJECTS

COMPLETED MIG PROJECTS

Ref No.	Project Name	Estimated Budget	2012/13	Contractually Committed 2013/14	Proposed 2014/15	Proposed 2015/16	Proposed 2016/17	Proposed 2017/18	Proposed 2018/19	Proposed 2019/20	STATUS	Source of Funding
MIG/GT0267 /R,ST/05/05	Rehabilitation of Roads in Bekkersdal East	R 1,400,000	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Simunye x 2 Essential Services	R 11,214,450	R -	R -	R -	R -	R 4,000,000	R 4,608,667	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Regional S - Hannes Van Niekerk WCW	R 7,576,770	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Rehabilitation of Roads in Zuurbekom (Phase 1)	R 11,200,000	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Construction of Mahatma Gandhi Road	R 1,608,554	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Construction of Matimba Road	R 1,100,820	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Construction of Thomas Lethlake Road	R 814,191	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Construction of Access Road – N12	R 2,050,575	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Upgrading Libanon Landfill Site (Phase 1)	R 11,320,039	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Upgrading Libanon Landfill Site (Phase 2)	R 2,991,000	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Upgrading Libanon Landfill Site (Phase 3)	R 31,345,909	R -	R -	R -	R -	R -	R -	R 1,068,271	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Pre-paid Water Meters (Phase 1)	R 1,000,000	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Pre-paid Water Meters (Phase 2)	R 9,087,428	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Pre-paid Water Meters (Phase 3)	R 17,974,699	R -	R -	R -	R -	R -	R 2,995,783	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Construction of waste processing plant (Phase 1)	R 4,148,892	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG

Ref No.	Project Name	Estimated Budget	2012/13	Contractually Committed 2013/14	Proposed 2014/15	Proposed 2015/16	Proposed 2016/17	Proposed 2017/18	Proposed 2018/19	Proposed 2019/20	STATUS	Source of Funding
MIG/GT0267 /R,ST/05/05	Development of new park in Simunye	R 3,360,000	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Bekkersdal Ring feed	R 3,150,000	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Upgrading Council Chambers	R 2,052,000	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Thusanang Water Main Phase 2 (Z - Section)	R 967,431	R -	R -	R -	R -	R -	R -	R 123,004	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Simunye Cemetery (Phase 1)	R 9,720,000	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Storm water Zuurbekom	R 2,100,000	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Bekkersdal Storm water	R 2,100,000	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Westonaria Sport Complex (Phase 1)	R 2,400,000	R -	R -	R -	R -	R -	R -	R 100,000	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Simunye Multi-Purpose Sport & Recreation Community Centre (Phase 1)	R 4,200,000	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Simunye Internal Roads (Phase 1)	R 7,750,173	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Water and Sanitation for Thusanang	R 5,537,100	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Venterspost: Replacement Of Outfall Sewer And Pump stations (Phase 1)	R 9,131,849	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Simunye Library	R 3,294,387	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Refurbishment of the existing Taxi Rank (Hawker Stalls)	R 1,582,902	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG
MIG/GT0267 /R,ST/05/05	Refurbishment of the existing Taxi Rank (Hawker Stalls)	R 488,495	R -	R -	R -	R -	R -	R -	R -	R -	Complete	MIG

MIG PROJECTS ON CONSTRUCTION

Ref No.	Project Name	Estimated Budget	2012/13	Contractually Committed 2013/14	Proposed 2014/15	Proposed 2015/16	Proposed 2016/17	Proposed 2017/18	Proposed 2018/19	Proposed 2019/20	STATUS	Source of Funding
MIG/GT0267 /R,ST/05/05	♻️ Upgrading Libanon Landfill Site (Phase 4)	R 36,536,389	R -	R -	R -	R 5,000,000	R 15,000,000	R 6,036,389	R -	R 10,500,000	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	♻️ Pre-paid Water Meters (Phase 4)	R 38,410,401	R 5,852,977	R 1,679,689	R -	R 5,067,998	R 10,000,000	R 3,160,116	R 3,975,780	R 1,588,748	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Construction of waste processing plant (Phase 2)	R 7,300,000	R -	R -	R -	R -	R -	R -	R 2,977,602	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	New Zuurbekom Sewer Outfall Pipeline & Pump Station	R 41,086,071	R -	R -	R 4,287,761	R -	R 7,000,000	R 9,000,000	R -	R 15,902,850	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Construction of transfer stations in Westonaria	R 3,850,000	R -	R -	R -	R 1,990,232	R -	R -	R 1,469,068	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Bridge over railway – Bekkersdal/Simunye	R 3,150,000	R -	R -	R 3,063,005	R -	R -	R -	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Link Road between Bekkersdal and Simunye	R 2,100,000	R -	R -	R -	R -	R -	R 1,938,397	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	♻️ Simunye Multi-Purpose Sport & Recreation Community Centre {Caretakers Facility & Ablution}	R 33,606,863	R 3,802,292	R 9,451,030	R 6,692,069	R 1,534,699	R 5,000,000	R 1,480,485	R 7,916,349	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Extension of road services in Bekkersdal	R 5,000,000	R -	R -	R -	R -	R -	R 4,659,143	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	♻️ Construction of new Taxi rank in Westonaria	R 5,000,000	R -	R -	R 2,040,337	R 500,000	R -	R 1,596,750	R 500,000	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Services Development Simunye 114 stands	R 2,103,867	R -	R -	R -	R -	R -	R -	R 1,835,089	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Bekkersdal Cemetery	R 7,088,790	R -	R -	R -	R -	R -	R -	R 5,788,790	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	♻️ Roads in Zuurbekom {George Sacks} (Phase 2)	R 74,851,988	R 12,028,994	R 5,000,000	R 10,277,203	R -	R -	R 9,000,000	R 17,157,458	R 16,868,517	Construct ion	MIG

MIG PROJECTS ON CONSTRUCTION

Ref No.	Project Name	Estimated Budget	2012/13	Contractually Committed 2013/14	Proposed 2014/15	Proposed 2015/16	Proposed 2016/17	Proposed 2017/18	Proposed 2018/19	Proposed 2019/20	STATUS	Source of Funding
MIG/GT0267 /R,ST/05/05	Venterspost: Replacement Of Outfall Sewer And Pump stations (Phase 2)	R 12,596,851	R -	R -	R -	R -	R -	R -	R 432,820	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Simunye Storm water - Kgotelelela	R 6,479,209	R -	R -	R -	R -	R 3,500,000	R 2,979,209	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Upgrading of Portion of Jan Blignaut Road	R 5,500,670	R -	R -	R 3,500,670	R 2,000,000	R -	R -	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Simunye Internal Roads (Boitumelo Road) (Phase 2)	R 60,975,196	R 8,901,401	R 9,487,633	R 3,309,347	R 5,489,168	R 5,000,000	R 5,000,000	R 7,215,917	R 15,138,602	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Zuurbekom Multi-Purpose Sport & Recreation Community Centre	R 30,901,749	R 600,000	R 1,847,785	R 5,689,034	R 5,000,000	R -	R -	R 7,736,641	R 7,500,000	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Simunye Cemetery (Phase 2)	R 6,934,518	R 3,858,869	R -	R -	R -	R -	R -	R 1,832,307	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Simunye Clinic	R 2,101,668	R -	R -	R -	R -	R -	R 1,000,000	R 1,101,668	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Hannes van Niekerk WWTW Mechanical Refurbishment	R 16,983,588	R -	R -	R -	R -	R -	R -	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Westonaria Sport Complex (Phase 2)	R 10,722,795	R 2,320,596	R -	R 2,415,475	R 880,153	R -	R 2,503,925	R 3,000,000	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Mohalakeng Outfall Sewer Pipe Line *emergency	R 11,621,189	R -	R -	R -	R -	R 253,359	R -	R 2,196,088	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Installation of Telemetry System	R 4,000,000	R -	R -	R -	R -	R -	R 4,000,000	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Refurbishment & Upgrading of Street Lights Greater Westonaria	R 8,129,028	R 8,129,028	R -	R -	R -	R -	R 1,039,084	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	Westonaria Walkways construction	R 5,000,000	R -	R -	R -	R -	R -	R -	R -	R -	Construct ion	MIG

MIG PROJECTS ON CONSTRUCTION

Ref No.	Project Name	Estimated Budget	2012/13	Contractually Committed 2013/14	Proposed 2014/15	Proposed 2015/16	Proposed 2016/17	Proposed 2017/18	Proposed 2018/19	Proposed 2019/20	STATUS	Source of Funding
MIG/GT0267 /R,ST/05/05	⌚ Venterspost Waterpan Water {Venterspost main water line upgrade}	R 23,138,663	R 6,337,066	R 16,801,597	R -	R -	R -	R -	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	⌚ Venterspost Waterpan Water {Westonaria Industrial area main water line upgrade}	R 7,231,000	R 4,215,173	R 3,015,827	R -	R -	R -	R -	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	⌚ Sanitation Grater Westonaria {Protea Park outfall sewer line }	R 62,397,011	R 3,030,060	R 7,038,340	R 7,500,000	R 4,000,000	R -	R 4,758,348	R 10,000,000	R 14,000,000	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	⌚ Venterspost Waterpan Water{Construction of Waterpan main line }	R 2,000,000	R -	R -	R -	R -	R -	R 2,000,000	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	⌚ Zuurbekom Clinic	R 13,175,247	R 540,000	R 4,460,000	R -	R -	R -	R 1,678,278	R 6,675,247	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	⌚ Upgrading of Paul Nell Gymnasium	R 2,881,678	R 2,330,143	R 500,000	R -	R -	R -	R -	R -	R -	Construct ion	MIG
MIG/GT0267 /R,ST/05/05	⌚ Various Parks {Development of Simunye}	R 5,122,301	R 123,750	R -	R -	R -	R -	R -	R 4,998,551	R -	Design	MIG
MIG/GT0267 /R,ST/05/05	⌚ Various Parks {Development of Maselloport Park}	R 5,075,042	R 123,750	R -	R -	R -	R 4,951,292	R -	R -	R -	Design	MIG
MIG/GT0267 /R,ST/05/05	⌚ Various Parks {Development of Edwards Avenue Park}	R 5,204,432	R 123,750	R -	R -	R -	R -	R -	R 5,080,682	R -	Design	MIG
MIG/GT0267 /R,ST/05/05	⌚ Various Parks {Development of Venterspost Park}	R 5,204,432	R 123,751	R -	R -	R -	R -	R -	R 5,080,681	R -	Design	MIG
MIG/GT0267 /R,ST/05/05	Construction of new taxi rank at railway station	R 2,000,000	R -	R -	R -	R -	R -	R -	R -	R -	Design	MIG

MIG PROJECTS WITH NO IMPLEMENTATION DATE

Ref No.	Project Name	Estimated Budget	2012/13	Contractually Committed 2013/14	Proposed 2014/15	Proposed 2015/16	Proposed 2016/17	Proposed 2017/18	Proposed 2018/19	Proposed 2019/20	STATUS	Source of Funding
MIG/GT0267 /R,ST/05/05	Internal Roads	R -	R -	R -	R -	R -	R -	R -	R -	R -	0	MIG
MIG/GT0267 /R,ST/05/05	Boitumelo Road	R 6,900,000	R -	R -	R -	R -	R -	R -	R -	R -	0	MIG
MIG/GT0267 /R,ST/05/05	Internal Roads	R 13,838,004	R -	R -	R -	R -	R -	R -	R -	R -	0	MIG
MIG/GT0267 /R,ST/05/05	Supply and Delivery of Areal Bundles Conductors	R 2,800,000	R -	R -	R -	R -	R -	R -	R -	R -	0	MIG
MIG/GT0267 /R,ST/05/05	Supply deliver of Street lights reticulation as and when required	R 3,400,000	R -	R -	R -	R -	R -	R -	R -	R -	0	MIG
MIG/GT0267 /R,ST/05/05	Upgrading of street lights for Westonaria	R 1,000,000	R -	R -	R -	R -	R -	R -	R -	R -	0	MIG

PENDING MIG PROJECTS

Ref No.	Project Name	Estimated Budget	2012/13	Contractually Committed 2013/14	Proposed 2014/15	Proposed 2015/16	Proposed 2016/17	Proposed 2017/18	Proposed 2018/19	Proposed 2019/20	STATUS	Source of Funding
MIG/GT0267 /R,ST/05/05	Hannes van Niekerk Access Road	R 15,000,000	R -	R -	R -	R -	R -	R -	R 7,500,000	R 7,500,000	Pending	MIG
MIG/GT0267 /R,ST/05/05	Water pan internal Roads	R 65,000,000	R -	R -	R -	R 5,000,000	R -	R 10,000,000	R 25,000,000	R 25,000,000	Pending	MIG
MIG/GT0267 /R,ST/05/05	Simunye Ring Feed	R 15,000,000	R -	R -	R -	R -	R -	R 7,500,000	R -	R 7,500,000	Pending	MIG
MIG/GT0267 /R,ST/05/05	Westonaria Proper Ring feed	R 15,000,000	R -	R -	R -	R -	R -	R 7,500,000	R 7,500,000	R -	Pending	MIG
MIG/GT0267 /R,ST/05/05	Transfer Stations for Venterspost, Simunye, Glenharvie and Hillshaven	R 25,000,000	R -	R -	R -	R -	R -	R 5,000,000	R 10,000,000	R 10,000,000	Pending	MIG
MIG/GT0267 /R,ST/05/05	Zuurbekom Library	R 6,000,000	R -	R -	R -	R 2,000,000	R 2,000,000	R -	R 2,000,000	R -	Pending	MIG
MIG/GT0267 /R,ST/05/05	Glenharvie Library	R 6,000,000	R -	R -	R -	R 2,000,000	R 2,000,000	R -	R 2,000,000	R -	Pending	MIG

SECTION J:**ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES**

STRATEGIC GOALS & OBJECTIVES	LINKAGE WITH OUTCOME 9	LINKAGE WITH NATIONAL OUTCOMES	LINKAGE WITH NDP
<ul style="list-style-type: none"> • To promote integrated sustainable development <ul style="list-style-type: none"> ○ Land use management (Objectives) (KPAs) ○ Human settlements management ○ Infrastructure master planning ○ Rural development planning 	Differentiate approach to municipal financing, planning & support (Output 1) Support for human settlements (output 3)	(Outcome 9) a responsive, accountable, effective and efficient local government system.	New spatial norms and standards, densifying cities, improving transport, locating jobs where people lives, upgrading informal settlements and fixing housing markets gaps.
<ul style="list-style-type: none"> • To ensure the provision of sustainable basic services to communities <ul style="list-style-type: none"> ○ Physical infrastructure (Roads, electricity network, public amenities, water network, storm water network, sanitation network, etc.) ○ Municipal services (Water, sanitation, electricity, solid waste removal, etc.) 		An efficient, competitive economic infrastructure network (Outcome 6)	Establish a competitive base of infrastructure, human resources & regulatory frameworks.
<ul style="list-style-type: none"> • To promote sustainable local economic and social development <ul style="list-style-type: none"> ○ Economic development ○ Social development ○ Rural development 		(Outcome 4) Decent employment through inclusive economic growth	Ensure household food and nutrition security. Play a leading role in continental development, economic integration and human rights.
<ul style="list-style-type: none"> • To provide a safe and healthy environment <ul style="list-style-type: none"> ○ Environmental management ○ Community safety 		(Outcome 3) All people in South Africa protected and feel safe. (Outcome 10) protection & enhancement of environmental assets & natural resources	Ensure that all people live safely, with an independent and fair criminal justice system. Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such children and people with disabilities. Establish effective, safe & affordable public transport.

STRATEGIC GOALS & OBJECTIVES	LINKAGE WITH OUTCOME 9	LINKAGE WITH NATIONAL OUTCOMES	LINKAGE WITH NDP
<ul style="list-style-type: none"> • To provide a democratic and accountable government for local communities <ul style="list-style-type: none"> ○ Broaden local democracy ○ Corporate governance 	<p>Implement community work programmes (Output 2)</p> <p>Refine ward committee model to deepen democracy (Output 4)</p>	(Outcome 9) a responsive, accountable, effective and efficient local government system.	
<ul style="list-style-type: none"> • To ensure internal municipal business excellence <ul style="list-style-type: none"> ○ Business management / leadership <ul style="list-style-type: none"> ▪ Strategic positioning (policies, structures, strategic planning, operational planning, focus on core business) ▪ Organisational culture ▪ Stakeholder relations management / communication ▪ Business performance management ○ Resource management <ul style="list-style-type: none"> ▪ Human resource management ▪ Financial management ▪ ICT management ▪ Information / knowledge management ▪ Asset management 	<p>Improve municipal financial administrative capability (Output 5)</p> <p>Differentiate approach to municipal financing, planning & support (Output 1)</p>	<p>(Outcome 5) skilled & capable workforce to support inclusive growth</p> <p>(Outcome 12) a development-oriented public service & inclusive citizenship.</p>	<p>Ensure that skilled, technical, professional & managerial posts better reflect the country's racial, gender and disability makeup.</p> <p>Establish a competitive base of infrastructure, human resources & regulatory frameworks.</p>

National Development Plan (NDP) in Brief by 2030

- Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero.
- Reduce inequality – The Gini-coefficient should fall from 0.69 to 0.6

Enabling milestones

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of pre-school education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and well-being.
- Establish effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- Realise a developmental, capable and ethical state that treats citizens with dignity.
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.

Critical Actions

1. A social compact to reduce poverty and inequality, and raise employment and investment.
2. A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
3. Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
4. Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
5. An education accountability chain, with lines of responsibility from state to classroom.
6. Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
7. Public infrastructure investment at 10% of gross domestic product (GDP) financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
8. Interventions to ensure environmental sustainability and resilience to future shocks.
9. New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
10. Reduce crime by strengthening criminal justice and improving community environments.

16. FOURTEEN (14) OUTCOMES OF GOVERNMENT AND ROLE OF LOCAL GOVERNMENT

1. Improve the quality of basic education		
Outputs	Key spending programmes (National)	Role of Local government
<ol style="list-style-type: none"> 1. Improve quality of teaching and learning 2. Regular assessment to track progress 3. A credible outcomes-focused accountability 	<p>Increase the number of Funza Lushaka bursary recipients</p> <ul style="list-style-type: none"> • Assess every child in grades 3, 6 and 9 every year • Improve learning and teaching materials to be distributed to primary schools in 2014 • Improve maths and science teaching 	<p>Facilitate the building of new schools by:</p> <ul style="list-style-type: none"> • Participating in needs assessments • Identifying appropriate land • Facilitating zoning and planning processes. • Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections
2. Improve both health and life expectancy		
<ol style="list-style-type: none"> 1. Increase life expectancy to 58 for males and 60 for females 2. Reduce maternal and child mortality rates to 30 – 40 per 1000 3. Combat HIV/Aids and Tuberculosis (TB) 4. Strengthen health services effectiveness 	<p>Revitalise primary health care</p> <ul style="list-style-type: none"> • Increase early antenatal visit to 50% • Increase vaccine coverage • Improve hospital and clinic infrastructure • Accredite health facilities • Extend coverage of new child vaccines • Expand HIV prevention and treatment • Increase prevention of mother-to-child transmission • School health promotion increase school visits by nurses from 5% to 20% • Enhance TB treatment 	<p>Many municipalities perform health functions on behalf of provinces</p> <ul style="list-style-type: none"> • Strengthen effectiveness of health services by specifically enhancing TB treatments and preventing HIV/Aids • Municipalities must continue to improve community health service infrastructure by providing clean water, sanitation and waste removal services.
3. All people in South Africa protected and feel safe		
<ol style="list-style-type: none"> 1. Reduce overall level of crime 2. An effective and integrated criminal justice system 3. Improve perceptions of crime and trust 4. Improve investor perceptions and trust 5. Effective and integrated border management 6. Secured Integrity of identity of citizens and residents 7. Cyber-crime combated 	<p>Increase police personnel</p> <ul style="list-style-type: none"> • Establish tactical response teams in provinces • Upgrade IT infrastructure in correctional facilities • ICT renewal in justice cluster • Occupation-specific dispensation for legal professionals • Deploy South African National Defence Force (SANDF) soldiers to South Africa's borders 	<p>Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</p> <ul style="list-style-type: none"> • Direct the traffic control function towards policing high risk violations – rather than revenue collection • Metro police services should contribute by: <ul style="list-style-type: none"> ✓ Increasing police personnel ✓ Improving collaboration with South African Police Services (SAPS) ✓ Ensuring rapid response to reported crimes.

4. Decent employment through inclusive economic growth		
<ol style="list-style-type: none"> 1. Faster and sustainable inclusive growth 2. More labour-absorbing growth 3. Strategy to reduce youth unemployment 4. Increase competitiveness to raise net exports and grow trade 5. Improve support to small business and co-operatives 6. Implement expanded public works programmes 	<p>Invest in industrial development zones</p> <ul style="list-style-type: none"> • Industrial sector strategies • Automotive industry, clothing and textiles • Youth employment incentive • Develop training and systems to improve procurement • Skills development and training • Reserve accumulation • Enterprise financing support • New phase of public works programmes 	<p>Create an enabling environment for investment by streamlining planning application processes</p> <ul style="list-style-type: none"> • Ensure proper maintenance and rehabilitation of essential services infrastructure • Ensure proper implementation of the EPWP at municipal level • Design service delivery processes to be labour intensive • Improve procurement systems to eliminate corruption and ensure value for money • Utilise community structures to provide services
5. A skilled and capable workforce to support inclusive growth		
<ol style="list-style-type: none"> 1. Institutional mechanism 2. Increase access to intermediate and high-level learning programmes 3. Increase access to occupation specific programmes (especially artisan skills training) 4. Research, development and innovation in human capital 	<p>Increase enrolment in FET colleges and training of lecturers</p> <ul style="list-style-type: none"> • Invest in infrastructure and equipment in colleges and technical schools <ul style="list-style-type: none"> ◦ Expand skills development Learnerships funded through sector training authorities and National Skills Fund. • Industry partnership projects for skills and technology development • National Research Foundation centres excellence, and bursaries and research programmes. 	<p>Develop and extend intern and work experience programmes in municipalities</p> <ul style="list-style-type: none"> • Link municipal procurement to skills development initiatives
6. An efficient, competitive and responsive economic infrastructure network		
<ol style="list-style-type: none"> 1. Improve competition and regulation 2. Reliable generation distribution and transmission of energy 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports 4. Maintain bulk water infrastructure and ensure water supply 5. Information and communication technology 6. Benchmarks for each 	<p>An integrated energy plan and successful independent power producers</p> <ul style="list-style-type: none"> • Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers • Increase infrastructure funding for provinces for the maintenance of provincial roads • Complete Gauteng Freeway Improvement programme • Complete De Hoop Dam and bulk distribution 	<p>Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services.</p> <ul style="list-style-type: none"> • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Cities to prepare to

sector	<ul style="list-style-type: none"> Nandoni pipeline Invest in broadband network infrastructure 	<p>receive the devolved public transport function</p> <ul style="list-style-type: none"> Improve maintenance of municipal road networks
7. Vibrant, equitable and sustainable rural communities and food securities		
<ol style="list-style-type: none"> Sustainable agrarian reform and improved access to markets for small farmers Improve access to affordable and diverse food Improve rural services and access to information to support livelihoods Improve rural development opportunities Enable institutional environment for sustainable and inclusive growth 	<p>Settle 7000 land restitution claims</p> <ul style="list-style-type: none"> Redistribute 283 592 ha of land by 2014 Support emerging farmers Soil conservation measures and sustainable land use management Nutrition education programmes Improve rural access to services by 2014: <ul style="list-style-type: none"> ✓ Water – 74% to 90% ✓ Sanitation – 45% to 65% 	<p>Facilitate the development of local markets for agricultural produce</p> <ul style="list-style-type: none"> Improve transport links with urban centres so as to ensure better economic integration Promote home production to enhance food security Ensure effective spending of grants for funding extension of access to basic services.
8. Sustainable human settlements and improved quality of household life		
<ol style="list-style-type: none"> Accelerate housing delivery Improve property market More efficient land utilisation and release of state-owned land 	<p>Increase housing units built from 220 000 to 600 000 a year</p> <ul style="list-style-type: none"> Increase construction of social housing units to 80 000 a year Upgrade informal settlements: 400 000 units by 2014 Deliver 400 000 low income houses on state-owned land Improve urban access to basic services by 2014: <ul style="list-style-type: none"> ✓ Water – 92% to 100% ✓ Sanitation – 69% to 100% ✓ Refuse removal – 64% to 75% ✓ Electricity – 81% to 92% 	<p>Cities must prepare to be accredited for the housing function</p> <ul style="list-style-type: none"> Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements Participate in the identification of suitable land for social housing Ensure capital budgets are appropriately prioritised to maintain existing services and extend services

9. A response and accountable, effective and efficient local government system		
<ol style="list-style-type: none"> 1. Differentiate approach to municipal financing, planning and support 2. Community work programme 3. Support for human settlements 4. Refine ward committee model to deepen democracy 5. Improve municipal financial administrative capability 6. Single coordination window 	<p>Municipal capacity-building grants:</p> <ul style="list-style-type: none"> • Systems improvement • Financial management (target: 100% unqualified audits by 2014) • Municipal infrastructure grant • Electrification programme • Public transport & systems grants • Neighbourhood development partnership grant • Increase urban densities • Upgrade informal settlements 	<p>Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</p> <ul style="list-style-type: none"> • Implement the community work programme • Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues • Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption.
10. Protection and enhancement of environmental assets and natural resources		
<ol style="list-style-type: none"> 1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management 4. Protect biodiversity 	<p>National water resource infrastructure programme</p> <ul style="list-style-type: none"> • Reduce water losses from 30% to 15% by 2014 • Expanded public works environmental programmes improve air quality • 100 wetlands rehabilitated a year • Forestry management (reduce deforestation to <5% of woodlands) • Biodiversity and conservation (increase land under conservation from 6% to 9%) 	<p>Develop and implement water management plans to reduce water losses</p> <ul style="list-style-type: none"> • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands.
11. A better South Africa, a better and safer Africa and world		
<ol style="list-style-type: none"> 1. Enhance the African agenda and sustainable development 2. Enhance regional integration 3. Reform global governance institutions 4. Enhance trade and investment between South Africa and partners 	<p>International co-operation: proposed establishment of the South African Development Partnership Agency</p> <ul style="list-style-type: none"> • Defence: peace-support operations • Participate in post-conflict reconstruction and development • Border control: upgrade inland ports of entry • Promote trade and investment in South Africa: • Support for value-added exports • Foreign direct investment promotion 	<p>Role of Local Government is fairly limited in this area: Must concentrate on:</p> <ul style="list-style-type: none"> • Ensuring basic infrastructure is in place and properly maintained • Creating and enabling environment for investment

12. A development-oriented public service and inclusive citizenship		
<ol style="list-style-type: none"> 1. Improve government performance 2. Government-wide performance monitoring and evaluation 3. Conduct comprehensive expenditure review 4. Information campaign on constitutional rights and responsibilities 5. Celebrate cultural diversity 	<p>Performance monitoring and evaluation:</p> <ul style="list-style-type: none"> • Oversight of delivery agreements • Statistics SA: Census 2011 – reduce undercount • Chapter 9 institutions and civil society: programme to promote constitutional symbols and heritage • Sport & Recreation: support mass participation and school sport programmes 	<p>Continue to develop performance monitoring and management systems</p> <ul style="list-style-type: none"> • Comply with legal, financial reporting requirements • Review municipal expenditure to eliminate wastage • Ensure councils behave in ways to restore community trust in local government
13. Social Protection		
14. Nation building and social cohesion		

SECTION K:**PROGRAMMES AND PROJECTS OF OTHER SPHERES**

A combined effort from local government, sector departments and private initiatives are needed to address unemployment, improved service delivery, eradicating the backlogs experienced with regard to housing, basic services and skills development.

1. GOLD ONE - SOCIAL AND LABOUR PLANS**1.1 WESTONARIA – GOLD ONE**

WESTONARIA NEW PROJECTS	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	TOTAL
Poultry, Bakery – Westonaria	500,000	500,000	600,000	400,000		2,000,000
Protective clothing manufacturing	400,000	400,000	500,000	500,000	500,000	2,300,000
Education Centre of Excellence	500,000	500,000	500,000	500,000		2,000,000
SUB TOTAL						6,300,000
Westonaria backlog projects						
Enterprise Development Initiatives		500,000	500,000	250,000	250,000	1,500,000
Bekkersdal Container Park Incubation Project	500,000	500,000	500,000	500,000		2,000,000
TOTAL						9,800,000

The plan from Gold One Cooke Operations is to start with the implementation of all the above LED projects in the financial year of 2013/2014. The projects will, as per the above table, continue for a period of five years.

REVISED SLP FOR GOLD FIELDS SOUTH DEEP MINE – IMPLEMENTATION PLAN TO THE WESTONARIA LOCAL MUNICIPALITY (2013 – 2017)

PROJECT	STRATEGIC LEVER	BUDGET (LED)	ACTUAL	PROJECT STATUS
Housing Development – Simunye	Securing the Future	R25m	No expenditure incurred	Finalisation of bill of quantities and the MOU by Dec. 2013, contract appointment
Thusanang Housing Project	Securing the Future	TBC	No expenditure incurred	South Deep Gold Mine: Identified to Construct 150 houses in Thusanang (Project to be confirmed)
Bakery Project	Securing the Future	900 000.00	No expenditure incurred	South Deep intends to upgrade part of the Kitchen, establish a bakery and sandwich making facility. 14 expected number of jobs to be created
Kagisano Community Garment Manufacturing	Securing the Future	1 733 000	1 520 856.72	Project is fully operational, plan for 2013 is to give business support and creation of opportunities for procurement

Revised South Deep Gold Mine Social Labour Plan (SLP) presentation to the Department of Mineral Resource (DMR) on the 28 February 2013

1.2 SIBANYE GOLD SOCIAL AND LABOUR PLAN – IMPLEMENTATION PLAN FOR WESTONARIA LOCAL MUNICIPALITY (2012 – 2014)

PROJECT	STRATEGIC LEVER	BUDGET (LED)	ACTUAL	PROJECT STATUS
Community Food Gardens	Securing the Future	1 000 000	650 000	Project to continue and partnership from the CWP programme
Community Portable Skills Programme	Securing the Future	2 000 000	1 200 000	213 people have been trained in 2012. Programme will continue in 2013.
Waste Management Project	Securing the Future	1 000 000	-	This project will be implemented in 2013; opportunities for partnerships with the existing West Rand Plastic Manufacturing project will be explored.
Establishment of Business Support Centre		500 000	-	Project envisaged commencing in 2013, once suitable premises and service providers are secured.

1.4 SOUTH DEEP GOLD FIELDS MINE REVISED PROJECTS FOR 2013 – 2017

No.	PROJECT	DESCRIPTION	BUDGET	LOCATION
1	Construction of high school – Simunye Secondary School	Build new structure and replace the existing high school structure	No budget cost yet. Feasibility study to be conducted.	Bekkersdal (Ward 12)
2	Construction and refurbishment of SMMEs Hawkers Stalls	Construction of 25 new stalls and refurbishment of 15 existing stalls	2 500 000	Westonaria CBD (Ward 4)
3	Organic Fertilization (Vermiculture)	Turning organic waste material into compost by feeding them to worms	No budget cost yet. Feasibility study to be conducted.	WLM proximity to farms/rural areas and goods access (R28 and N12)
4	Vegetable production (Hydroponics)	Hydroponic is high yielded, environment control growing systems which provide excellence yields within economically utilised spaces.	No budget cost yet. Feasibility study to be conducted.	Surrounding small holdings in WLM near R28 and N12 intersection.
5	Poultry Farming (Broiler and Eggs Production)	Facility focus on intensive production of broilers and eggs for local and provincial commercial market with chicken meat and eggs	No budget cost yet. Feasibility study to be conducted.	WLM close proximity of roads and transport infrastructure.
6	Sunflower seed crushing plant	Crushing of sunflower into sunflower oil and oilcake which is a by-product of the oil extraction process	No budget cost yet. Feasibility study to be conducted.	WLM, advantageous position within crop farming in district.

2. SECTOR DEPARTMENTS' INVOLVEMENT IN WESTONARIA

2.1 Bekkersdal Renewal Programmes (BRP)

2.1.1 LED related projects

The BRP Programmes are projects and programmes which were funded by Department of Local Government and Housing in partnership with Westonaria Local Municipality.

1. Agric Business Project

- The Projects has been vandalized and Westonaria Local Municipality is busy collecting the remaining project's movable equipment's to be kept in safe storage.

2. Farmers Support Project

- No activities on site and the project were vandalized as well, but the relevant department is busy with refurbishments

3. Brick Making Plant Project

- The project was also vandalized and Westonaria Local Municipality is busy negotiating with the contractor to release the brick machinery and to be kept in Municipality storage.

4. Bekkersdal Business Hub and Local Business Support Centre (LBSC).

Both projects were vandalized and the department is busy refurbishing them and after completion they will be handed to Westonaria Local Municipality.

2.1.2 Housing related projects:

Construction Stage			
No.	Project	Status	Completion date
1.	Access road	99% complete	17 May 2013
2.	Vandalised buildings	90% complete	31 May 2013
3.	Link Road	62% complete	30 September 2013
4.	Rubble Trap	25% complete	17 July 2013

Tendering Stage			
No.	Project	Status	Completion date
1.	Sewer Network	Drawings approved	Waiting for GDLGH to tender

Design Stage			
No.	Project	Status	Completion date
1.	Sport Field	5 Sites identified Dolomite investigation	Scheduled asap
2.	Internal roads	90% complete	To be implemented after sewer netw
3.	Beautification of parks	85% complete	
4.	Stormwater at the Taxi rank	92% complete	

Planning Stage			
No.	Project	Status	Completion date
1.	High Mast and Street Lightning	Proposal to housing	Active
2.	Brick making plant	Site identified Dolomite investigation Feasibility study	Scheduled asap Active

2.1 Department of Education:

2.1.1 L/S Venterspost Primary

Description	Status	Budget	2013/14	Funding Source
Steel Palisade Fencing	Retention	50 000	50 000	DOE

2.2.2 Westonaria Primary

Description	Status	Budget	2013/14	Funding Source
Repairs & Maintenance	Design	985 000	985 000	Education Infrastructure Grant

2.3 Department of Housing:

2.3.1 Westonaria Borwa

Description	Target Houses & Units	Budget	2013/14	2014/15	2015/16
Top Structure Construction	100	11 082	11 082		
Top Structure Construction	85	10 550		10 550	
Top Structure Construction	80	9 929			9 929
Top Structure Construction	500	37 183	37 183		
Top Structure Construction	400	59 012		59 012	59 012
Installation of services	1000	25 696	25 696		
Professional Fees		4 462	4 462		
Professional Fees		1 330	1 330		

2.4 Department of Sports, Recreation, Arts and Culture

2.4.1 Venterspost Library

Description	Description	Estimate Budget 2013/14		Funding Source
Library construction	Construction of Library in Venterspost	6 300 000	Conditional Grant (1 600 000) Equitable shares (1 200 000)	Province

2.5 Department of Energy

Description	Target Houses & Units	Budget	2013/14	2014/15	2015/16
Bulk Supply point to Westonaria Borwa	4300 Simunye	R107m	R13m		
	7000 Borwa				

2.6 Department of Water Affairs

Description	Budget	2012/13	2013/14
Upgrades of Hannes Van Niekerk Waste Water Treatment Works Rand Water	270 000 000	204 000 000	66 000 000

CAPITAL EXPENDITURE – 2014**DEPARTMENT OF HEALTH**

FACILITY NAME	CATEGORY	SCOPE OF WORK	BUDGET	INFRASTRUCURE TYPE
Bekkersdal West & MOU Clinic	Day to Day	Replacement of cracked entrance glass door	40	Clinic
Bekkersdal East Clinic	Day to Day	Replacement of cracked entrance glass door	40	Clinic
Venterspost Clinic	Day to Day	Installation of security burglar windows	30	Clinic
Venterspost Clinic	Day to Day	Installation of Pharmacy shelves	20	Clinic
Simunye Clinic	Day to Day	Installation of Curtain Screens Rails	250	Clinic

DEPARTMENT OF EDUCATION

No./ Project Ref	Nature of investment	Project / Programme Name	Description	SIP Category	Source of Funding	Budget Programme	Project Stage	2013/14 Adjusted appropriation	MTEF Forward Estimates		
									2014/15	2015/16	2016/17
83	New infrastructure assets	Simunye - Primary School	School – Primary	SIP 13: National School build programme	Equitable share	Public ordinary	Hand over	1,298	-	-	-
221	Upgrading and additions	Gerrit Maritz	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Identification	-	-	-	1,100
223	Upgrading and additions	Glenharvie	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Identification	64	-	-	1,100
260	Upgrading and additions	Itumeleng primary	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Tender	-	2,100	-	-
293	Upgrading and additions	L/S Venterspost primary	School – Primary Fencing	SIP 13: National School build programme	Equitable share	Public ordinary school education	Identification	-	1,563	-	-
373	Upgrading and additions	Maputle	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Identification	-	-	1,100	-
610	Upgrading and additions	Westonaria Primary	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Identification	718	-	-	1,100
619	Upgrading and additions	Zuurbekom	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Identification	1,829	-	-	1,100

DEPARTMENT OF EDUCATION (Cont.)

No./ Project Ref	Nature of investment	Project / Programme Name	Description	SIP Category	Source of Funding	Budget Programme	Project Stage	2013/14 Adjusted appropriation	MTEF Forward Estimates		
									2014/15	2015/16	2016/17
864	Rehabilitatio n and refurbishmen t	Venterspost sinkhole	School - Primary	SIP 13: National School build programme	Equitable share	Public ordinary school education	Construction	1,920	4,500	-	-
871	Rehabilitatio n and refurbishmen t	Westonaria Primary School	School - Primary	SIP 13: National School build programme	Equitable share	Public ordinary school education	Construction	570	1,000	3,000	-
872	Rehabilitatio n and refurbishmen t	Westonaria Primary School	School - Primary	SIP 13: National School build programme	Education infrastructure	Public ordinary school education	Identification	-	-	10,000	-
875	Rehabilitatio n and refurbishmen t	Zuurbekom Primary School	School - Primary	SIP 13: National School build programme	Equitable share	Public ordinary school education	Identification	-	-	-	-

DEPARTMENT OF SOCIAL DEVELOPMENT

No./ Project Ref.	Nature of investment	Project Name	Strategic Integrated Projects (SIP)	Type of Infrastructure	Project Status	Budget Programme Name	Source of Funding	Total Available	MTEF Forward Estimates		
				Description				2013/14	2014/15	2015/16	2016/17
22	New Construction	Westonaria Social Integrated Facility	Not related to SIPs	Early Childhood 7 Aged Care Centres, Regional Offices, Guardhouse, Mini – Substation, Wall & Landscaping	Feasibility	Children and families	Equitable share	-	-	-	500

DEPARTMENT HUMAN SETTLEMENTS

NO.	Project Classification	Project Name	Project Description	Housing programme	Project Status	2014 MTEF Forward Estimates								
						2014/15 Financial Year			2015/16 Financial Year			2016/17 Financial Year		
						Targets for Sites	Target for Houses & Units	Budget	Targets for Sites	Target for Houses & Units	Budget	Targets for Sites	Target for Houses & Units	Budget
159	New Infrastructure	Bekkersdal Urban Renewal	Services / Planning/ Construction Houses	1.Finacial Intervention	Tender	-	-	31,756	-	-	35,000	-	-	35,000
161	New Infrastructure	Westonaria Borwa (48)	Planning of sites	1.Finacial Intervention	Construction	600	-	26,176	250	-	10,851	790	-	34,300
163	New Infrastructure	Westonaria Borwa (48)	Construction of Houses	2.Incremental Housing Programmes	Construction	-	339	37,611	-	420	46,773	-	440	49,285



ANNEXURE 1:

DISASTER MANAGEMENT PLAN



**DISASTER
MANAGEMENT PLAN:**

**WESTONARIA LOCAL
MUNICIPALITY**

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WESTONARIA LOCAL MUNICIPALITY

DISASTER MANAGEMENT PLAN

TERMS OF REFERENCE

1. OBJECTIVE OF THE PLAN:

The objective of a Disaster Management Plan is set out as the roles and responsibilities with regard to disaster management of each line department within the Local Municipality in accordance with the Disaster Management Act (Act 52 of 2002) in terms of which *“Each municipal entity must prepare a disaster management plan.* This plan is a reactive plan, in other words what will we do when disaster strikes, what are our resources, how will the gaps be filled?

- 1.1 The primary purpose being to provide mechanisms for all identified role players to co-ordinate their activities on disaster related matters and on Disaster Management within the Westonaria Mitigation Monitoring Task Team Forum.
- 1.2 Westonaria, like all Local Municipalities within the area of jurisdiction of the WRDM, links its operations to the overall Provincial and District Plans as envisaged by the Disaster Management Act 57 of 2002.
- 1.3 To evaluate, discuss and recommend on the reports received from Sub-Committees and submit to WRDM Disaster Management Center and the Municipal Manager of Westonaria Local Municipality.
- 1.4 To recommend that Disaster Risk Reduction and the Integrated Development Programme processes be linked to allow Westonaria Local Municipality to determine prioritised projects for inclusion in the IDP.
- 1.5 To ensure that the proper records are kept of the proceedings at meetings and that the Secretariat extracts aspects that require urgent attention / follow-up and forward these to the body tasked with that responsibility.

2. ROLES AND RESPONSIBILITIES:

- 2.1 The Forum is to act as an **ADVISORY** body to the Committee tasked with Disaster Management issues; It should contribute on Disaster Planning, and give inputs with regard to Public Awareness Training.
- 2.2 The Forum is to act as an **ADVISORY** body and assist Sub-Committees whenever it is necessary.
- 2.3 Must ensure that the application of the principles of co-operative governance for the Purpose of effective Disaster Management within all Municipalities in the WRDM area of jurisdiction.
- 2.4 To ensure the development and implementation of Risk Reduction Policy, plans, programmes and projects aimed at mitigating disaster in the area of jurisdiction of Westonaria Local Municipality.

- 2.5 The Forum is also responsible for to execution of the Disaster Management Plan as stated in Act 57 of 2002.
- 2.6 The Forum should contribute to the development of the Disaster Management Information and Communication Strategy and Systems.

3. COMPOSITION OF ADVISORY COMMITTEE

- ❖ Designated personnel from WRDM Disaster Management component
- ❖ Commanding Officer Westonaria Emergency Services.
- ❖ A Senior Representative or secundi from WLM Municipal Manager's Office*
- ❖ A Senior Representative or secundi from Community Services*
- ❖ A Senior Representative or secundi from Public Safety Sub-directorate*
- ❖ A Senior Representative or secundi from Water and Sewer Sub-directorate*
- ❖ A Senior Representative or secundi from Environmental Health Department Sub-directorate*
- ❖ A Senior Representative or secundi from Roads and Infrastructure Sub-directorate*
- ❖ Designated personnel from Provincial Disaster Management component*

All above marked* must have been designated by the Executive Mayor in terms of Section 51(1) b of the Act. Members could be co-opted to be permanent from Heads of Departments Cluster.

The following should also be co-opted into the Forum:

- ❖ Organized Commerce and Industry
- ❖ Organized Labour Municipality
- ❖ Relevant recognized CBO's
- ❖ The Insurance Industry in the Municipality
- ❖ Religious and Welfare Organizations operating within the area of the Municipality
- ❖ The Medical Sector – Hospitals in the Municipality's area
- ❖ Institutions of higher Education
- ❖ Social Welfare and Development
- ❖ Home Affairs
- ❖ Institutions with scientific and technological expertise
- ❖ Other relevant non-governmental organizations and relief agencies in the Municipality.
- ❖ Experts in Disaster Management designated by the Executive Mayor.
- ❖ Government Agencies such as SAPS and SANDF

4. RECOMMENDED ADMINISTRATIVE PROCESSES

- ❖ To ensure that the minutes are finalised and circulated within 10 working days after the meeting was held.
- ❖ To ensure that at least a 7 working days notice is given to members, with the Agenda circulated.
- ❖ To ensure that regular Disaster Management meetings are held
- ❖ Special or extra-ordinary meetings may be called by the Chairperson of the Forum on written request by a quarter of the membership of the Forum. Good reasons have to be provided /given for such meetings to be held.

5. CONTACT DETAILS OF PERSONNEL IN KEY POSITIONS:

NAME	DESIGNATION	TELEPHONE NO
Mr George Seitisho	Municipal Manager	011-278-3100
Mr Langa Thibini	HOD: Corporate Services	011-278-3110
Mr Manie van Brakel	Chief Financial Officer	011-278-3140
Mr Klasie Uys	Compliance & Performance	011-278-3170
Mr Sandile Mbanjwa	HOD: ID & P	011-278-3002
Ms Tokky Morolo	HOD: Community Services	011-278-3194
Ms Marie Engelbrecht	Manager: Corporate Admin	011-278-3113
Mr Joel Matlhabe	Acting Manager: Human Resources	011-278-3115
Mr Ben van Niekerk	Manager: Legal, Property & Planning	011-278-3112
Mr Tommie du Toit	Manager: Expenditure, Procurement & Stores	011-278-3142
Mr Henk Botha	Manager: Revenue, Credit Control & Debt Collection	011-278-3152
Ms Renet Killian	Manager: Financial Planning	011-278-3143
Mr Smuts Monoane	Manager: Local Economic Development (LED)	011-278-3133
Ms Elize Botha	Manager: Internal Affairs	011-278-3184
Mr Themba Kase	Acting Manager: Roads & Storm water	011-278-3180
Mr Moses Mokwana	Acting Manager: Waste Management, Parks & Cemeteries	011-278-3010
Mr Frazer Quinn	Manager: Electrical	011-753-2790
Mr Job Schrijvershof	Manager: Water & Sewer	011-278-3016
Vacant	Manager: Housing	
Mr Mokete Lethetsa	Manager: Public Safety	011-278-3020
Ms Patricia Ncapai	Assistant Director: Provincial Health (seconded)	011-278-3064
Mr Jimmy Mokgosi	Manager: Social Development	011-278-3191
Mr Gawie Viljoen	Operational Manager: Environmental Health	011-278-3060

6. DISASTER MANAGEMENT PLANS:

The Disaster Management Plans for the respective Directorates are attached as follows:

6.1 COMMUNITY SERVICES

6.1.1 SUB-DIRECTORATE: ENVIRONMENTAL HEALTH

❖ CORE FUNCTIONS OF THE SUB-DIRECTORATE:

Environmental health comprises those aspects of human health, including quality of life, that are determined by chemical, physical, biological, social and psychosocial factors in the environment. It also refers to the theory and practice of assessing, correcting, controlling and preventing those factors in the environment that can potentially affect adversely the health of present and future generations (WHO).

❖ OBJECTIVE OF THE PLAN:

The identification, evaluation, control as well as prevention through education of all those factors in the total environment which exercise a detrimental effect on individual physical, mental and social well being and development. It also implies continuous efforts to educate and prevent individuals from affecting the environment in such a way that it becomes detrimental to their well being and development.

The advent of new challenges such as rapid urbanisation and industrialisation need to be addressed simultaneously using a holistic approach to living conditions (especially in underdeveloped areas).

❖ **NAME LIST & CONTACT DETAILS**

Name	Address	Home	Office	Cell
G. Viljoen	8 Kamelia Str, Westonaria, 1780	(011) 753-3444	(011)278-3045	0827706462
K. Sekgobela	76 Drakensberg str Finsbury Randfontein 1760		(011)278-3105	0829082860

❖ **RISK ANALYSIS**

In terms of the Disaster Management Act, 2002, Section 53 (2) (b) A disaster management plan for a municipal area must – anticipate the types of disaster that are likely to occur in the municipal area and their possible effects

Historical incidents must also be taken into account.

Risk	Effect on Municipality Community	Area (specific)	Reason
Infection and spread of communicable diseases	Infection of large sections of population with communicable diseases e.g. typhoid, dysentery, meningitis, measles etc.	Greater Westonaria	-Polluted water supplies –Inefficient sanitation -Overcrowding - Imported cases - Food poisoning
Pollution of R.W.B. water for human consumption	Polluted piped water	Greater Westonaria	-R.W.B. pumps not working (electricity supply). -Water standing for extended periods in reservoirs.
Broken sewerage waste pipes	Infection by water borne diseases	Venterspost & greater Westonaria	Sewerage pipes vandalized and stolen. Pipes broken by ground movement
Landfill waste disposal sites	-Physical injuries by equipment, broken glass and metals. -Exposure to toxins	Libanon	-People allowed to scavenge on the refuse site

Organophosphate poisoning.	Overdose results in death	Greater Westonaria	-Deliberate intake of poison (suicides) -Accidental intake of poison (insecticides and herbicides). -Agricultural pesticides not properly controlled
Pollution of open stormwater channels	Exposure to water borne diseases	Bekkersdal Simunye	-Open storm water channels are frequently used for depositing refuse and raw excreta
Air pollution (outdoor and indoor)	Respiratory diseases	Informal areas	Lack of proper cooking and heating facilities.
Illegal selling of uninspected raw meat and uncertified raw milk	Possible contamination with pathogens.	Greater Westonaria	Raw meat and milk are “imported” from rural areas and illegally sold by informal traders and shops
Overcrowding	Spread of communicable diseases (respiratory, intestinal etc)	Informal areas	Housing shortage Informal housing generally of low standard
Vector infestation	Spread of communicable diseases (rabies, bubonic plaque etc).	Greater Westonaria and rural areas	-Westonaria is a semi-rural area with easy infestation access from surrounding rural areas. - No vector control in place
Epidemics- outbreak of disease	E.P.I. and O.R.T. cannot cope	Greater Westonaria	A sudden outbreak of an infections disease can put strain and pressure on existing resources that cannot be locally handled.
Insufficient care centres in case of disaster	During a disaster event people might be exposed to environmentally hazardous circumstances.	Greater Westonaria	Disaster events involving large numbers of people can stretch emergency housing and life support resources.

Lack of sufficient cold rooms for keeping corpses	Decaying corpses can spread disease quickly	Greater Westonaria	The undertakers in Westonaria have a total capacity of 24 trays to keep bodies under refrigeration. (electricity cuts is a great possibility).
Food poisoning (bacteriological and chemical)	Large sections of the community can be infected with disease-causing pathogens or chemical additives (sudan red) etc.	Greater Westonaria	-The food cold-chain is easily broken. -Caterers are not always trained in safe food preparation procedures.
Paraffin hazards (drinking and accidental combustion)	Paraffin poisoning and burns is a common occurrence.	Greater Westonaria	Paraffin is kept in wrong containers. Lack of awareness of dangers of illuminating and heating fuels.

2. RESOURCES

a. **VEHICLES**

Type of vehicle	Model	Use of vehicle	Registration number
VW Polo	2008	Private and work related	WTT 115 GP
Toyota Sedan	2007	Private and work related	

6.1.2 SUB-DIRECTORATE: PUBLIC SAFETY

❖ **CORE FUNCTION OF SUB-DIRECTORATE**

To promote and enhance the safety of all the residents within the area of jurisdiction of Westonaria Local Municipality.

❖ **NAME LIST & CONTACT DETAILS:**

RISK ANALYSIS:

Risk	Effect on Municipality Community	Area (specific)	Reason
<u>Nature Disasters:</u>			
1. Veld Fires	The above can activate the Traffic Section as it may cause motor vehicle collisions.	All areas	Traffic Officers are required to regulate the traffic
2. Floods	Heavy rains can activate the Traffic Section.	All areas. N12 National road.	Storm water Flooding. Roads have to be closed and alternative routes have to be determined
3. Wind storms and whirl winds	This can activate the Traffic Section.	All areas	To assist where damage is encountered due to blown off roofs and blown over buildings and consequently blocks roads.
4. Ground movements and cave-ins	Ground movements and cave-ins occur regularly in this Municipal area which activates the Traffic Section	Dolomatic areas. Venterspost road.	Traffic Officers are required to regulate the traffic where cave-ins occur on roads.
5. Earthquakes	This has not yet occurred in this Municipal area, but should it occur, the Traffic Sect will be activated	All areas	Earthquakes can cause tremendous damage to roads.
6. Volcanic eruptions	Has never occurred, but will activate the Traffic Sect	All areas	Volcanic eruptions will definitely influence the roads.
7. Epidemics and Virus Illnesses	The Traffic Section will not be activated unless the Health section requests assistance.		
8. Droughts	The Traffic Section will not be activated due to ample water supply in the Municipal area		
9. Snow and Hail	The Traffic Section will be activated	All areas	Roads can become untraversable and can cause traffic congestion.
<u>Man-inflicted Disasters</u>			
1. Fires	Where fires are raised or caused by sabotage.	All areas	These actions can cause motor vehicle accidents and inquisitive motorists have to be kept away from these scenes. There is a wood factory in our area.
2. Floods caused by sabotage	Floods can be caused by sabotage. Municipal reservoirs are situated on the koppie.	N12	If damaged by sabotage, the Potchefstroom road can be flooded and possibly part of the town. N12 will be closed and people warned.
3. Detonation of explosives and/or gasses due to sabotage or negligence	This can happen due to the different mines which salvage explosives at the shafts and vehicles transport explosives through our area.	All areas	Traffic Section will be activated should an explosion take place.

4. Extensive accidents i.e. vehicle, aeroplane, train bus, mining and industry	Two main routes (N12 / R28) in our municipal area as well as the SAA route from Cape Town to Jhb. Various mining and transport companies' buses operate in our area.	All areas	Traffic Section will be activated in the event of major accidents in our area.
5. Toxic Gas Dispensation	There are two hardware shops in the municipal area which stock gas tanks. If a huge leakage occurs, the Traffic section will be activated.	All areas	Traffic Officers will warn the public of the event and keep public away from the gases which might explode.
6. Action by Traffic Officers	After disaster-analysis it was determined that the following primer disasters can hit Westonaria: *Veldt Fires *Floods *Wind storms and whirl winds *Ground movements & sinkholes *Snow and hail *Man-inflicted disasters i.e. sabotage of reservoir *Toxic gas dispensation *Suburban terrorism *Riots and civil commotion	All areas	Assistance by Traffic Officers in all instances will be required.
7. Secondary Disasters	*Earth quakes *Volcanic eruptions *Epidemics and virus illnesses *Droughts	All areas	Assistance by Traffic Officers in all instances will be required
8. Action Determination at Disaster Scene	*Veld Fires: Occurred on the N12 road caused a major chain accident. Traffic for of this dual lane from West to Least was brought to a standstill.	All areas	4 x Traffic Officers with vehicles plus 30 cones were required to direct traffic to opposite side of the road.
	*Floods: Roads become inaccessible due to floods and it was found that the floods and strong winds break and wash away the barricade tape. If the water rises to the level that the Traffic Officers cannot fulfill their duties due to not having four wheel drive vehicles, tractors and trailers can be made use of obtainable from the Parks Section.	All areas N12 National route	Assistance by Traffic Officers to direct traffic. Service of tow-in company's obtainable if need be.
	*Wind storms and whirl winds:	All areas	Assistance by Traffic Officers to direct traffic.

	Roads can become inaccessible if any of these hit Westonaria and it becomes so strong that it blows off roofs from buildings and uproot trees.		
	*Ground movements and sinkholes: If the ground movement is huge the total road surface can become inaccessible	All areas Venterspost road	Traffic Officers will assist to re-direct traffic to alternate routes.
	*Snow and hail: If required, roads will be graded	All areas	Road graders will be available from the department ID & P
9. Man-inflicted Disasters	*Sabotage: If circumstances require, Elsburg Mine (JCI) will provide chicken wire for barricading purposes	All areas	
	Xenophobia:	All areas	Per attached Annexure.
	*Floods due to sabotage: Residents will be warned by means of a loud hailer. Traffic Officers will go to each house to ensure that the residents have taken notice of the threatening danger.	All areas	Traffic Officers will assist residents
	*Explosions of explosives and/or gases: The area will be cordoned off if required	All areas	Traffic Officers will warn residents of the affected area.
	*Major accidents: Traffic Officers will regulate traffic. If it happens at night, a generator and blue rotating lights will be used.		Traffic Section will regulate free flow of traffic.
	*Toxic Gas dispensation: Traffic Officers will cordon off the area to keep motorists at a safe distance	Affected area	Traffic Officers wearing gas masks obtained from Emergency Services will be in the affected area escorting people out. Public will be warned by loud hailer.
	*Taxi violence: Loss of lives damage to property and infrastructure	All areas	Dissatisfaction
	*Loss of Traffic Signs	All areas	Theft
10. Emergency Measures in case of a sinkhole or disaster	<ul style="list-style-type: none"> * Inform GPA (road section) * GPA personnel will inform the Dept of Transport if disaster occurs on a Provincial road. *Inform Mine Security *Inform Municipal Manager *Inform HOD: Comm Services *Inform HOD: Support Services 	Affected area	<ul style="list-style-type: none"> * Road is cordoned off by Traffic Section or GPA with the co-operation of the Department ID&P. *Crowd control by SAPS, Traffic Sect or GPA at sinkhole or disaster by means of a P.A. system. * Traffic Sect will escort heavy municipal equipment to and from disaster area.

	*Inform HOD: ID & P		*All authorized people entering the disaster area or sinkhole area will have to identify him/her. * Law enforcement will be strictly applied.
11. Special Services at Marches	Damage to property and infrastructure	All areas	Dissatisfaction
12. Authorization and Conditions iro Marches	Marches taking place without authorization which can result in damage to property and infrastructure	All areas	Taking part in unauthorized marches

❖ **RESOURCES:**

❖ **VEHICLES**

Type of Vehicle	Model	Use of Vehicle
Toyota Corolla	2004	Private & official
Mazda 5	2007	Private & official
Isuzu LDV	2005	Private & official
Nissan Almera	2006	Official
Nissan Tiida	2008	Official
Ford Bantam	1997	Official
Isuzu LDV	1995	Official
Toyota Yaris	2005	Private & official
Toyota Condor	2005	Private & official
Toyota Condor	2005	Private & official
Ford Focus	2007	Official
BMW 318	2005	Private & official
Opel Astra	2006	Private & Official

❖ **EQUIPMENT**

Type	Used for	Supplier	Contact details
(a) 2 Trailers with equipment			
(b) 10 White Painter's Drums			
(c) 1 Portable Loud Hailer			
(d) 20 KEEP LEFT road signs			
(e) 20 NO ENTRY road signs			
(f) 8 Barriers to close roads			
(g) 4 Rolls barrier tape to close down areas			

6.1.3 SUB-DIRECTORATE: SOCIAL DEVELOPMENT

❖ CORE FUNCTION OF SUB-DIRECTORATE

To facilitate accessibility to SRAC facilities and programmes by all residents of Greater Westonaria and contribute towards the developmental thrust of the Directorate and Municipality.

❖ NAME LIST & CONTACT DETAILS:

Name	Address	Tel Home	Office No	Cell No
JPS Mokgosi	355 Duncombe Ave Mondeor	011-680-7161	011-278-3191	072 062 0534
K Molete	65 Greenhills Gardens 2 Willem Road	-	011-278-3196	082 973 8640
S Yawathe	Westonaria	-	011-278-3196	073 933 1675
E Kuipers	8 Zinnia Street Westonaria	011-753-3170	011-278-3131	083 339 8257
L du Plessis	5 Tulbach Court Westonaria	-	011-278-3041	072 435 7042
TP Mampe	3221 Ramaleba Street Bekkersdal	-	011-278-3013	079 966 4984
T Ndabeni	168 Second Street Zuurbekom	011-851-1607	011-278-3041	073 950 5239
CE Jacobs	47 Babett Street East Driefontein	-	011-752-1214	082 371 6305

❖ RISK ANALYSIS

Risk	Effect on Municipality Community	Area (specific)	Reason
Fire	Sport grounds and halls are available for affected people	All areas	Temporary accommodation has to be provided
Floods	Heavy rains can activate the need for temporary housing	All areas	Sport groups and halls can be used for the purpose
Wind storms	A lot of damage to structures can result from this	All areas	SRACLIS facilities can be used temporarily
Hail	Hail, especially combined with strong wind, can cause heavy damage	All areas	SRACLIS facilities can be used
Earthquakes	Should this happen, far greater damage could occur	All areas	SRACLIS facilities can be used
Ground movements and cave-ins	Our area is prone to this occurrence	Dolomitic areas	Affected people could be assisted in our facilities
Illness	An epidemic could result in a need for temporary facilities	All areas	SRACLIS facilities could serve the purpose

❖ **RESOURCES**

❖ **VEHICLES**

Type of Vehicle	Reg Nr	Use of Vehicle
Nissan hard body with canopy	THX 542 GP	Official/operational

❖ **EQUIPMENT**

Type	Used for	Supplier	Contact details
Vehicle	Operational duties	Fleet Management	011-278-3191
2 Lawnmowers	Cutting grass		
2 Marking machines	Mark grounds		
1 Tractor(Yard Man)	Cutting grass		
2 Trimming machine (Bush Cutters)	Cutting grass		

6.1.4 SUB-DIRECTORATE: WASTE MANAGEMENT, PARKS AND CEMETERIES

❖ **OBJECTIVE OF THE PLAN**

The objective of a Disaster Management Plan is to set out the roles and responsibilities with regard to disaster management of each line department within the Local Municipality in accordance with the Disaster Management Act 2002, Section 52(1) (a). *“Each municipal entity Must – prepare a disaster management plan ...”* and 53(2). This plan is a reactive plan, in other words what will we do when disaster strike, what is our resources, how will gaps be filled?

❖ **CORE FUNCTION OF SECTION**

- Provision of waste removal services to the inhabitants of Westonaria
- Provision and Maintenance of waste management, parks and cemetery infrastructure

❖ **ORGANIGRAM**

- Attached as annexure A

❖ **NAME LIST AND CONTACT DETAILS:**

Name	Home Number	Work Number	Cellphone Number
Mr. M Mokwana	N/A	011 278 3071	084 983 2559
Mr. M Gebeza	N/A	011 753 2919	072 777 1207
Mr. S Modisane	N/A	011 278 3106	084 9202 799
Mr. E Moruledi	N/A	011 278 3106	078 5010 192
Mr. A Klaas	N/A	011 278 3106	073 487 8037

❖ **RISK ANALYSIS**

Risk	Effect on Municipality	Area	Reason
Land pollution	Exposure to diseases	Bekkersdal Simunye Glenharvie	Illegal dumping of waste
Floods	Damage to infrastructure and Housing	Waterworks, Zuurbekom Glenharvie	Falling trees due to storm or strong winds
Veld Fires	Damage to infrastructure and housing	All areas and informal settlements	Veld fires could become uncontrollable and can affect surrounding residents
Theft and Vandalism of infrastructure and resources	Loss of infrastructure Loss of funds Lack of progressive development Lack of service delivery	Bekkersdal Westonaria Simunye	Theft and vandalism
HIV/AIDS and other communicable diseases	High absenteeism due to ill health, death	Waste, Parks & Cemetery Sub-Section	Insufficient communication Lack of confidentiality
Workplace Injuries	Lack of service delivery	Waste, Parks & Cemetery Sub-Section	Non-compliance to Health and Safety regulations

❖ **RESOURCES**

❖ **VEHICLES**

Type of vehicle/Make	Model	Registration	Use of vehicle
Toyota corolla 1.4	2008	WWD185 GP	Private & Official
REL Compactors/Hino	1993	HRV 423GP	Official /household refuse removal
REL Compactors/Nissan	1995	HKJ 372 GP	Official household refuse removal
Isuzu Grab	1996	KRR 841 GP	Official/Business refuse removal
Mercedes Roll on truck	1986	JTG 843 GP	Official Bulk refuse removal
Mercedes Roll on truck	1989	JTG 804 GP	Official /Water tanker (12 000L)
Nissan Roll on truck	1995	BXR 868 GP	Official / Bulk refuse removal
Hino Roll on truck	1995	BLG 868 GP	Official / Bulk refuse removal
Front End Loader FL150	1991	JTJ 803 GP	Official /loading refuse on trucks
1 x Tipper Truck(Fleet Africa)	2007	VRS 057 GP	Official /loading refuse & soil
Isuzu LDV	1993	HWT 953 GP	Official /supervision
Opel Corsa LDV	1998	KSR 449 GP	Official /supervision
1 x AIM refutip	1995	JFB 032 GP	Official /household refuse removal
1 x AIM refutip	1995	JRL 123 GP	Official /household refuse removal
1 X Tipper Tractor	1995	JTV 255 GP	Official /Business refuse removal
Tractor	1995	JKY 610 GP	Official /Grass cutting
Tractor	1995	JTV 257 GP	Official / Grass cutting
Tractor	1995	JTV 258 GP	Official / Grass cutting
Trailers	1995	JTG 798 GP	Official /Loading tree branches
Trailers	1995	JKY 632 GP	Official Loading tree branches
Trailers	1995	JKY 633 GP	Official / Refuse removal

Trailers	1995	JKY 633 GP	Official / Refuse removal
Trailers-Water Tanker-5000L	1985	JKY 611 GP	Official /Irrigation
Cab star x 1	1997	DBC 247 GP	Official /Tree cutting & loading of branches
MF TLB	1985	JKY 612 GP	Official /Digging graves

❖ EQUIPMENT

Type	Used for	Supplier	Representatives	Contact Details
Lawnmowers	Grass cutting	Honeydew Lawn Mowers	Peter	011 794 2900/3659
Chainsaw	Tree felling	Honeydew Lawn Mowers	Peter	011 794 2900/3659
Brush cutter	Grass cutting	Honeydew Lawn Mowers	Peter	011 794 2900/3659
Pole Pruner	Pruning of plants	Honeydew Lawn Mowers	Peter	011 794 2900/3659
Slashers	Grass cutting	Falcon	J Muller	033 330 4764
Rotovator	Ploughing	Falcon	J Muller	033 330 4764

❖ OTHER RESOURCES

- Storeroom

❖ STANDARD OPERATING PROCEDURES

In terms of Disaster Management Act, 2002, Section 53(2) (k) I – iii “*A disaster management plan for a municipal area must contain contingency plans and emergency procedures in the event of a disaster,*”

SOP's will be in terms of identified risks in 6 above.

❖ COMMUNICATION STRATEGY

In terms of Disaster Management Act, 2002, Section 53(2) (k) iv-vi “*A disaster management plan for municipal area must contain contingency plans and emergency procedures in the event of a disaster,*”

A copy of the plan must be submitted to the District Disaster Management Centre to be included in the District Disaster Management Plan, which must be submitted to the Provincial Disaster Management Centre.

6.2 DIRECTORATE: CORPORATE SERVICES

❖ NAME LIST & CONTACT DETAILS:

Name	Address	Office	Cell
Mr. L. R. Thibini	P. O. Box 19, Westonaria, 1780	011 278 3110	0832943 956
Mr. B. Van Niekerk	P. O. Box 19, Westonaria, 1780	011 278 3112	0829205 787
Ms. M. Engelbrecht	P. O. Box 19, Westonaria, 1780	011 278 3113	0823341 494
Mr. J. Matlhabe	P. O. Box 19, Westonaria, 1780	011 278 3115	0839699 507
Mr. L. Papo	P. O. Box 19, Westonaria, 1780	011 278 3000	N/A
Ms. G. Matsitse	P. O. Box 19, Westonaria, 1780	011 278 3117	N/A
Ms. N. Kilani	P. O. Box 19, Westonaria, 1780	011 278 3124	N/A
Ms. N. Dreyer	P. O. Box 19, Westonaria, 1780	011 278 3114	N/A
Mr. S. Makatikela	P. O. Box 19, Westonaria, 1780	011 278 3349	N/A
Ms. E. Snyman	P. O. Box 19, Westonaria, 1780	011 278 3126	0728315 990

❖ RISK ANALYSIS

Risk	Effect on Municipality Community	Area (specific)	Reason
Fire, IT viruses and incomplete archive system	Both lead to destruction of records of the staff, the community, such as legal documents, computer system, discs, councillors' information, policies governing both the staff and community, by-laws and many more	Records section; Hr and Legal & Property and the community	Information on communities within and their details is kept with records section. If the building burns down, all information will be gone, hence back up is needed
Failure to follow protocol, rules of engagement and adherence to policies	Improper or failed communication that impacts on delivery of services to the community		
Workplace injuries, some fatal	Slow or non delivery of services to the community; high costs in medical expenses to both employer and labour	All sections of municipality	Non compliance to health and safety regulations

	department		
HIV and AIDS and other communicable diseases and infection	High absenteeism due to sickness, death of workforce, fatigue, stress	All sections of municipality	Lack of information and disclosure about illnesses, some terminal; lack of confidentiality
High exposure to occupational diseases	Risk of damage to immune system, high risk of multiple infections; slow delivery of services	ID & P sections	Lack of full PPE to employees
Unhealthy working relationships	High dissatisfaction, low working morale, slow delivery of services	All sections	Unresolved and/or labour disputes
Workplace injuries due to fatigue	Unhealthy and unhappy labour force	All sections	Scarce human and capital resources leads to unnecessary work overload
Lack of open communication among staff members, in particular, supervisors and general labour	Too much unnecessary time spent on non-core business issues, leading to slow service delivery	All sections	Lack of human relations management, insecurity

❖ **RESOURCES**

❖ **VEHICLES**

Type of vehicle	Model	Use of vehicle
Condor	Toyota	Transportation
Condor	Toyota	Transportation

❖ **EQUIPMENT**

Type	Used for	Supplier	Contact details
Photocopier	Photocopying	Xerox	0119289280
Photocopier/Fax	Faxing	Xerox	0119289280
Photocopier	Photocopying	Xerox	0119289280
Photocopier	Photocopying	ITEC WEST	0112852255

6.2.1 SUB-DIRECTORATE: HOUSING

❖ CORE FUNCTION OF SUB-DIRECTORATE

To provide low cost and affordable housing to the previously disadvantaged communities within the area of jurisdiction of Westonaria local municipality.

ROLES AND RESPONSIBILITIES:

The Manager is responsible for the management of the entire Housing Sub-directorate which includes among other things the following:

- Policy creation and implementation
- Housing development projects
- Monitoring and management of informal settlements
- Housing administration
- Housing waiting list administration
- Networking and communication with Government Departments and other role players.

The Manager is assisted by three Assistant Admin Officers.

❖ NAME LIST AND CONTACT DETAILS:

Name	Home tel	Office	Cell
B Mokome	N/A	011-755-1909	083-738-5799
P Makati	N/A	011-278-3008	083-338-8422
A Bodibe	N/A	011-278-3340	078-352-2714

❖ RISK ANALYSIS:

Risk	Effect on Municipality/ Community	Area	Reason
Floods	Cannot render service to communities. Destitute communities without proper shelter/ Food	<ul style="list-style-type: none"> • Bekkersdal Informal Settlement (BIS) • Waterworks Informal Settlement (WIS) • Thusanang Informal Settlement (TIS) 	No stormwater system No formal roads Excess rain water trapped between shacks, lower ground level from informal streets
Fire	Cannot assist community in emergencies. Loss of lives or services, injuries in case of a fire	<ul style="list-style-type: none"> • Bekkersdal Informal Settlement • Waterworks Informal Settlement • Thusanang Informal Settlement 	Roads too narrow, no street names & unclear or no visible shack numbers. Shacks too close to each other in case of a fire almost all shacks prone.
Strong wind / hail	Inability of Municipal to assist timeously. Community members without shelter and food. Injuries to members of the community	<ul style="list-style-type: none"> • Bekkersdal Informal Settlement • Waterworks Informal Settlement • Thusanang Informal Settlement 	Limited Municipal resources and budget Informal houses demolished by wind / hail due to poorly constructed informal houses

Underground high pressure water pipeline from Rand Water board	Floods, loss of property, injuries and loss of lives – Local Municipality resources will be stretched to its limits	• Waterworks Informal Settlement	In the event of a burst pipe in the main water pipeline.
Sinkhole	Loss of lives, injuries and loss of property may occur. Municipal position: resource-wise, do deal with a disaster which can be on a medium to long term basis	• Greater Westonaria	Dolomitic conditions underground
Spillage of dangerous chemicals on N12 R553 main roads	Injuries and loss of lives. Dependent on West Rand District Municipality Emergency Services and Disaster Control.	• Water Works Informal Settlement (WIS)	Accident on N12 main road, tanker trucks delivering / transporting dangerous chemicals to the mine

❖ **RESOURCES:**

❖ **VEHICLES**

Type of vehicle	Model	Reg Number	Use of Vehicle
Nissan 1 ton LDV	Model 2006 Hardbody	THX538GP	To monitor informal Settlements.

❖ **ANNEXURE A**

Example: Community halls that could be utilized during severe disasters such as floods or list of boreholes to be utilized in a disaster event.

Type	Used for
Westonaria: Banquet Hall Group Activity Room	Used for shelter for affected communities during disaster situations.
Type	Used for
Bekkersdal: Paul Nel Hall Gymnasium Hall Simunye: Teachers Centre Simunye Community Hall Zuurbekom: Zuurbekom Community Hall Hillshaven: Glenharvie:	Used for shelter for affected communities during disaster situations.
Storage Space (temporary): Flea Market Checkers Parking lot Karel Lotter Park	For the temporary storage of vehicles or items
Storage Space (Long Term): Parks: Salvage Yard Vehicle Testing Station Municipal Stores : Salvage Yard	For long term storage of vehicles or items

NO	SCHOOL	ADDRESS	TEL	TEL 2
1	Laerskool Venterspos	Skoolstr, Vensterspos	116981769	724762244
2	Western Areas Intermediate	6 Mhinga street, Thabong Village	117450047	117560018
3	Zuurbekom Intermediate	398 Mhinga Street, Thabong Village	118511016	N/A
4	Maputle Public school	833 School Avenue, Bekkersdal	117551001	824113215
5	Ipeleng Primary	1372 Kraai str, Bekkersdal	117551150	721957717
6	Hoërskool Westonaria	Van der Stel Str	117531168	836569465
7	Westonaria Primary	UNABLE TO FIND	117531611	N/A
8	Laerskool Gerrit Maritz	Gerrit Maritz str, Westonaria	117531817	N/A
9	T.M. Letlhake Secondary	2 C/O Reakage & Kopanang, Simunye	824746340	824746340
10	Simunye Secondary	3373 Godlo Str, Bekkersdal	117553456	724487521
11	Venterspos Primary	2 Raekaga & Kopanang, Ext 5, Simunye	839738691	835356787
12	Seatile Primary	1372 Kraai str, Bekkersdal	117551602	823458194
13	Isiqalo Primary	3110 Modisa Str, Bekkersdal	117551823	835432991
14	Modderfontein Primary	Jaris str, Hillshaven	117561501	828520233
15	Starkey Weyer Primary	2 Raekaga road, Simunye	117551018	833187414
16	Kgothlang Secondary	391 Mehlomekhulu str, Bekkersdal	117551645	N/A
17	Glenharvie Combined	Bainskloof 88, Glenharvie	117521135	N/A

STANDARD OPERATING PROCEDURES AND COMMUNICATION STRATEGY

In case of a disaster event the following contingency plans and emergency procedures are to be activated.

- ❖ Inform relevant members of outbreak response team immediately
- ❖ Lease with district disaster management for support and assistance.
- ❖ Contact relevant CBO's and NGO's for assistance.
- ❖ Arrange with I.D. & P for standby personnel (plumbers & electricians) relevant to the type of incident

❖ ANNEXURE B

Relevant Role Players for assistance during disasters

Organization Name	Organization Designation	Contact	
		Responsible Person	NBRS
Mogale City Local Municipality	Public Safety	011-951-2189	
Randfontein Local Municipality	Public Safety	011-411-0000	
Gauteng Community Safety	Community Safety	011-278-4000	
Dept of Social Development	Social Development	082-855-0365	
WRDM Community Safety	Gafi Modise	082-951-4235	
WRDM	Mpheny Koloi	083-267-6601	
WRDM	Elias Mpisekhaya	073-228-7045	
WRDM	Mpheny Koloi	083-267-6601	
WRDM	D. Viljoen	083-267-8813	
Lefatse	R. Ferreira	082-882-5545	
SAPS	Snr Supt Baloyi	082-412-8556	
SAPS	Supt Madinane	082-483-0331	
SAPS	Capt Mpotoane	082-412-7763	
SAPS	Buti Diutlwileng	073-102-3968	
Fire & EMS	S Terblanché	083-460-8466	
South Deep Mine	B de Klerk	082-655-5068	
Kloof Mine	MD Mbongwe	073-538-4190	
Kloof Mine (NUM)	DR Nonkewe	082-471-2083	
Kloof Mine (NUM)	PM Mkungekwana	082-434-2192	
VEC Principal	Norman Nkhoma	082-474-6340	
Zuurbekom Clinic	Lesebo	083-300-7479	

NGO (Hall in Waterworks)	Phyllis Philani	083-596-1601
Sizatu Traditional Healers	NGO	Sylvia Maguma
Kamohelong	NGO	Rehab Mataboge
SAAIC	NGO	M. Keepadisa
Ons Spens	Jacky	073-362-7514
Councillor Municipal Support Services	Wiseman Matshaya	078-694-3952
Councillor Community Services	Nelson Mndayi	072-016-3265
CHURCHES: BEKKERSDAL		
Anglican Church	Rev Moruthane	011-755-1339
Methodist Church		
A.M.E.	Rev Tlotleng	072-952-4934
Luthern Church	Rev	078-505-2606
Uniting Reformed Church	Rev Moeketsi	072-305-7874
CHURCHES: WESTONARIA		
Methodist Church	Neptune Street	
PPK Church	Botha Street	086/663 3204 011-753-1904
Anglican Church	Fowler Street	011-755-1339
NG Kerk	Fowler Street	
Volle Evangelie Kerk	Davies Street	011-753-1412
AGS Kerk	Bridges Street	011-753-4040 011-753-1006
Nederduits Hervormde Kerk	Davies Street	
Baptist Church	Van der Stel Street	011-753-1845
Lede in Christus Kerk	Van der Stel Street	011-753-2066
NG Kerk Oos	Botha Street	011-753-3673
El Shaddai	Botha Street	011-753-4023
12 Apostles Church	Edwards Street	072-114-7865
Gereformeerde Kerk	McGregor Street	011-753-1757
Kingdom of Jehova	Albrecht Street	

6.3 SUB-DIRECTORATE: INTERNAL AFFAIRS

❖ CORE FUNCTION OF SUB-DIRECTORATE

Internal Affairs provides a support function to Council and its officials with regard to:

- Information Technology (IT)
- Integrated Development Planning
- Internal Audit

❖ NAME-LIST AND CONTACT DETAILS:

Name	Address	Home	Office	Cell
Mrs DE Botha	64 Haarlem Str, W/aria	0117532085	0112783184	0845832085
Mrs L Moraitis	12 Petrel Street, Helikon Park Randfontein	0114122063	0112783127	0834547812
Mr S Mokome	14 Cedar Mansions Westonaria	N/A	0112783003	0825690780 0827251885
Mrs J Shott	48 Koedoe Street Venterspost	0116891050	0112783104	0767793661
Ms V Thebegadi	1383 Mokome Street, Westonaria	0115553381	0112783104	0727252929
Mr I Ramaboa	1250 Rakale Street, Mohlakeng, Randfontein Randfontein	0114141336	0112783186	0787305764

❖ **RISK ANALYSIS**

Risk	Effect on Municipality/Community	Area (Specific)	Reason
Total breakdown of the IT system	Loss of information stored on computers Inefficient service delivery	All computer users	Overburdening of the IT system. Heavy thunderstorms and lightning
Unauthorised access to IT systems, software and programmes	Loss of valuable information. Sensitive info ends up in the wrong hands	All computer users	Inadequate firewalls, virus protection programmes Storing back ups on the same premises where operations are conducted from

❖ **RESOURCES**

❖ VEHICLES
None

❖ EQUIPMENT

Type	Used for	Supplier	Contact Details
AS400 Server	Back-up of Finance info	BIQ	011 412 3000
Firewall protection	Safeguard info and IT System	Lefatshe	011 875 7520
Anti virus software	Safeguard info and IT System	Lefatshe	011 875 7520

❖ **OTHER ROLE PLAYERS**

Organization Name	Organization Designation (e.g. NGO,CBO)	Contact	
		Responsible person	Tel/Cell Number
Lefatshe		R Ferreira	082 882 5545
West Rand District Municipality		D Viljoen	083 267 8813

❖ **STANDARD OPERATING PROCEDURES**

The Standard Operating Procedures provided mainly refer to the Information Technology (IT) environment.

- Back ups of IT information, programmes and systems are regular made the back ups are safely secured off the operating premises at WRDM.
- Firewalls have been installed and regularly updated security the environment from unauthorized people accessing and hacking in the system.
- Anti-Virus software are regularly updated.
- Computer-end users have entered into an agreement that unauthorized software will not be downloaded onto their computers, that the administrator or delegated is the only people who may download additional software onto the system.
- Any irregular messages or pop-up screens to be reported to the administrator.

❖ **COMMUNICATION STRATEGY**

The Westonaria Local Municipality's IT Section on a regular basis liaises with the Intergovernmental Relations (IGR) Forum situated within the West Rand District Municipality (WRDM) dealing with IT related matters.

Information is shared on the latest trends, risks and developments creating an awareness.

6.4 DIRECTORATE: INFRASTRUCTURE, DEVELOPMENT & PLANNING (ID&P)

6.4.1 SUB-DIRECTORATE: ROADS AND STORM WATER SECTION

❖ **CORE FUNTION OF SECTION**

Provision and maintenance of civil engineering infrastructure, herein referring to Municipal roads and related storm water.

❖ **NAMELIST & CONTACT DETAILS:**

		Home	Office	Cell
Name	Address	Home	Office	Cell
T. Kase	8 Crean str. Westonaria	N/A	011278 3180	0837152754
M. Sonop	109 Bridges Ave Westonaria	0117533405	0112783108	0721147865
N. Sonop	11 Watson Str Westonaria	N/A	0112783108	0835841337

❖ **RISK ANALYSIS**

Risk	Effect on Municipality Community	Area (specific)	Reason
Pollution of open storm water channels	Exposure to diseases	Bekkersdal Simunye	Illegal refuse dumping
Floods	Heavy rain can course stormwater inlets to block and streets to flood	All areas	Flooding can affect surrounding residents
Sinkholes	Roads closure	Venterspost road	Dolomitic conditions
Open storm water channels along the road site	Might lead to accidents	All Areas	Cars may fall in
Open storm water channels	Might lead to loss of lives	Bekkersdal	Children swimming on channels during rain
Lost manhole covers on sidewalks, parking areas and on streets	People/cars may fall in	All areas	Stolen covers
Loss of traffic signs	Might lead to accidents	All areas	Stolen traffic sign poles/signs

❖ **RESOURCES**

❖ **VEHICLES**

Type of Vehicle	Model	Use of Vehicle
Toyota Corolla	2004	Private & Official
Toyota Corolla		Official
3 x 4ton trucks		Official
Hyundai LDV		Official
Water tanker truck		Official
4 x 15ton trucks		Official
2 x Motor graders		Official
Front end loader		Official
TLB		Official
2 x Tractors		Official

❖ **EQUIPMENT**

Type	Used for	Supplier	Contact Details
Temporary road signs	Traffic control	Municipality	083 715 2754

6.4.2 SUB-DIRECTORATE: WATER AND SANITATION

❖ **CORE FUNTION OF SECTION:**

Provision and maintenance of civil engineering infrastructure, herein referring to Municipal Water and Sanitation Infrastructure

❖ **NAME LIST & CONTACT DETAILS:**

Name	Address	Contact Details			
		Home	Office	Cell	Call sign
J Schrijvershof	Leeupoort 43 Foschville		011 278 3016	074 119 7585	
A Maartens	Fourie 39 W/aria	011 753 2394	011 278 3148	072 148 4860	
J Viljoen	Edwards 167 W/aria		011 278 3148	076 181 3404	
M Petermann			011 278 3148	082 842 3861	
E Mpebe	Mandela Sec HM 3		011 278 3148	072 814 1191	
J Bilusa	76 B/dal Hostel		011 278 3148		
A Rafisa	Panya Panya B/dal 1600		011 278 3148	076 175 1935	
J Lefifi	C31 Spook Town B/dal		011 278 3148	083 505 2345	
R Rambuda	Mandela Sec AAA5 B/dal		011 278 3148	074 377 0055	
A Moutang	1309 B/dal		011 278 3148	083 540 4520	

JJ Smit	57 Davies W/aria		011 278 3185	082 601 5267	
MW Christie	10 Christian De Wet W/aria		011 278 3185	084 342 2788	
E de la Harp	10 Cross W/aria		011 278 3185	082 929 8293	
D Mazibuko	166 Boitirelo Simunye		011 278 3185	076 690 9335	

❖ **RISK ANALYSIS**

Risk	Effect on Municipality Community	Area (specific)	Reason
Sinkholes	Broken sewer line	Simunye	Dolomatic condition
Broken water line	No water 12 Hrs	Simunye	Constitution work
Sinkholes	Roads closure	Venterspost road	Dolomitic conditions
Polluted water	None	Venterspost	Domant reservoirs
Broken water line	No water 48 Hrs	Zuurbekom	Burst pipe
Service main line	Environmental pollution	Ventespost	Stolen main line

❖ **RESOURCES**

❖ **VEHICLES**

Type of Vehicle	Model	Use of Vehicle
Toyota Dina	2006 SPH 159 GP	Private & Official
Toyota Dina	2006 SLH 278 GP	Official
Toyota Dina	2006 VVC 425 GP	Official
Mercedez Benz	2006 SBF 327 GP	Official
Hino	2006 SWT 524 GP	Official
Hino	1995 HTL 262 GP	Official
Hyundai	1997 DKY 238 GP	Official
Mazda	1996 JFC 729 GP	Official
Nissan LDV	1998 JTJ 806 GP	Official
Doosan	Back Actor	Water and Sewerage
Aqua Jet	Nissan	Water and Sewerage
Water Tanker	Nissan ud 100	Water and Sewerage
Isuzu	LDV	Water and Sewerage
1 Hyundai	2 Ton	Water and Sewerage

❖ **EQUIPMENT**

Type	Used for	Supplier	Contact Details
Temporary road signs	Traffic control	Municipality	083 715 2754

6.4.3 SUB-DIRECTORATE: ELECTRICAL SECTION

❖ CORE FUNTION OF SECTION

Provision and maintenance of electrical infrastructure within Westonaria Local Municipality distribution area

❖ NAME LIST & CONTACT DETAILS:

Name	Address	Home	Office	Cell
F Quinn	57 Sarel Cilliers Str	N/A	011 753 2790	082 922 7458
J van Rensburg	18 De La Bat W/aria	N/A	011 278 3005	084 697 4778
M Kies	81 Arend Drive Eikepark R/fontein	N/A	011 278 3005	074 373 6264

❖ RISK ANALYSIS

Risk	Effect on Municipality Community	Area (specific)	Reason
Major power failure	Sustainability of essential services	Greater Westonaria	-eg pump station, water treatment works, and emergency services. -Lack of capacity to act in an emergency situations. e.g. spare parts, vehicles and skilled electricians
Capacity	Sustainability of essential services	Greater Westonaria	-Lack of capacity of act in an emergency situations e.g. spare parts, vehicles and skilled electricians
Emergency spare parts and equipment	Sustainability of essential service	Greater Westonaria	Lack of space parts and emergency equipment

❖ RESOURCES

❖ VEHICLES

Type of vehicle	Model	Use of vehicle
JTG 792 GP	Cherry Picker	
FGX 462 GP	Nissan Bakkie	
DBC 251 GP	Nissan Cherry Picker	
TSW 384 GP	Cherry Picker (Rental)	
HRV 426 GP	Cherry Picker	
JRL 137 GP	Hino Truck	
JKY 623 GP	Trench Digger Trailer	
JBB 223 GP	Cable Trailer	
JKY 620 GP	Kaptein	
JRL 136 GP	Water Tanker	

JKY 622 GP	High Mast Trailer	
JKY 619 GP	Stamper Trailer	
JRL 135 GP	HT Joint Trailer	
THX 543 GP	Nissan Bakkie (Rental)	
JTX 257 GP	Generator	

❖ **EQUIPMENT**

Type	Used for	Supplier	Contact details
Testing Equipment	Cable Fault locating	Electrical Workshop	011 278 3005

6.5 DIRECTORATE: FINANCIAL SERVICES

❖ **NAME LIST & CONTACT DETAILS:**

POSITION	NAME	OFFICE NO	CELL NO
CHIEF FINANCE OFFICER	Mr H J van Brakel	011-278-3140	083 577 4104
MANAGER: EXPENDITURE	Mr T du Toit	011-278-3142	011-753-2550
MANAGER: FINANCIAL PLANNING	Ms R Kilian	011-278-3143	082 564 1022
MANAGER: REVENUE	Mr H Botha	011-278-3152	

❖ **RISK ANALYSIS**

The CFO of Financial Services must ensure that disaster plans are compiled and maintained in his service, with specific reference to the following:

- Compilation of pro-active departmental disaster management programmes to support risk reduction or elimination,
- Compilation of reactive departmental disaster management plans to ensure services continuation during emergency response'
- Facilitating emergency procurement,
- Initiating and facilitating efforts to make funds available for disaster management in the municipal area (section 43)
- Supplying resources for disaster management purposes as requested by different Disaster Management Team,
- Establishing and maintaining a resources database that is integrated with the WRDM Disaster Management Resource Database.

Risk	Effect on Municipality Community	Area (specific)	Reason
BIQ financial System	No Financial Service delivery. Lack of records and Accountability	All areas	To ensure sustainable service delivery to the community and financial sustainability of the entity.
Loss of Data	Loss of data integrity.	All	To ensure that the integrity data and information is safely kept and maintained.
Unable to provide assistance for emergency items (Store items)	Unsatisfied support to service delivery departments in case of a disaster	All	Finance department must facilitate the procurement of essential goods and services
IT system and Equipment	No service delivery related to the Finance Department activities	All	Finance department must provide continued service delivery to ensure accessibility to services (Accounts, meter reading, payments etc. To ensure sustainability)

❖ **RESOURCES**❖ **VEHICLES**

Type of Vehicle	Model	Use of Vehicle
Nissan Almera		Official

❖ **EQUIPMENT**

Type	Used for	Supplier	Contact Details
Hand Radio in Nissan	Official		

6.6 DIRECTORATE: COMPLIANCE AND PERFORMANCE

This is a fairly new Directorate which is currently manned by one person (Mr K. Uys) and as such there is not yet much that can be captured in terms of Disaster Management.

6.7 XENOPHOBIA

	NAME	CONTACT NO	DEPARTMENT
1.	Wiseman Matshaya	078 694 3952	Cllr MSS
2.	S/Supt Baloyi	082 412 8556	SAPS
3.	Supt Madinane	082 483 0331	SAPS
4.	B van Niekerk	082 920 5787	WLM
5.	B de Klerk	082 655 5068	South Deep Mine
6.	MD Mbongwe	073 538 4190	Kloof Mine
7.	DR Nonkewe	082 471 2083	Kloof NUM
8.	PM Mkungekwana	082 434 2192	Kloof NUM
9.	Elias Mpisekhaya	073 228 7045	WRDM
10.	Gafi Modise	082 951 4235	WRDM (Comm Safety)
11.	Supt Engelbrecht	072 861 7501	Public Safety WLM
12.	Nelson Mndayi	072 016 3265	Cllr Comm Services
13.	S Terblanché	083 460 8466	Fire & EMS
14.	Capt Mpotoane	082 412 7763	SAPS
15.	Buti Diutlwileng	073 102 3968	SAPS
16.	Norman Nkhoma	082 474 6340	VEC Principal
17.	Mpheny Kolo	083 267 6601	WRDM
18.	Ons Spens: Jacky	073 362 7514	WLM
19.	Lesebo	083 300 7479	Zuurbekom Clinic
20.	Phyllis Philani NGO	083 596 1601	Hall in Waterworks

6.8 OTHER ROLEPLAYERS : XENOPHOBIA:

Social Development Department : Mamoki Mokome

Community Policing : Andy Mashaile

Education Department :

Business :

❖ NGO : Philani

❖ **SAPS :**

- Mobilization Plan, people in groups. Called any time, resources – enough
- Reservists, vehicles patrolling – all areas.
- Hotspots : Informal settlements, Taxi Ranks, businesses – foreigners,
- Joint Obstacle Corps : Give information, Managing Situation
- CPF Community Meetings.

WRDM:

- Public Safety deployed staff West Rand
- Hotspots community,
- Timeframes after school use,
- School kids
- 4 People for Westonaria visibility
- Mass treatment area identified – not in Bekkersdal
- Spots Complex
- Engage Red Cross

EMS:

- 1 Response Westonaria to Bekkersdal
- 5 Ambulances – Westonaria
- Transport for people to be removed
- Trucks for use to move people

MINES:

- Hostels at Mines – accommodation
- Security escort – mine buses
- Use buses to transport people out of areas
- Provide transport, accommodation, feeding

MUNICIPALITY:

- Transportation NGO (Pilane Zuurbekom) : beds, all feeding
- Clinics : Enough medical supplies, phones available
- Die Spens : feeding, clothing
- Sports Complex : Treatment
- Hall Technical Team : Water, waste removal
- Communication : Municipal Support Services : Flyers, letters
- Traffic : Roads, response to emergencies

POLITICAL:

-

EDUCATION:

- Leaders of Churches

BUSINESS:

- TEBA : JCC Services

6.9 CONCLUSION

This document will be amended as and when it becomes necessary because circumstances always change.

An attempt will also be made to ensure that as many municipal staff members as possible are taken on board when matters relating to Disaster Management arise. This will include areas such training for members of the MMMTT as well as awareness training for vulnerable members of the community. These community members will include those who stay in informal settlements in particular.

APPROVAL OF DRAFT MUNICIPAL DISASTER MANAGEMENT PLAN

MS S.T. MOROLO
EXECUTIVE MANAGER: COMMUNITY SERVICES

.....

.....
DATE

G. SEITISHO
MUNICIPAL MANAGER

.....

.....
DATE

MS M KHUMALO
EXECUTIVE MAYOR

.....

.....
DATE



ANNEXURE 2:

RISK MANAGEMENT ACTIVITY

WLM RISK MANAGEMENT ACTIVITY

According to Sections 62(1)(c)(i) and 95 (c)(i) of the Municipal Finance Management Act (MFMA), Act 56 of 2003 the accounting officers are required to ensure that their municipalities have and maintain effective, efficient and transparent systems of risk management.

1. RISK ASSESSMENT

Strategic and organisational planning sessions are valuable tools assisting Council and management with the process of identifying risks and having appropriate controls in place. Annual risk assessments enable Council to be pro-active and accountable.

1.1 Value of risk assessment

Availing information identified in a Risk Assessment will not only assist Westonaria Local Municipality to achieve its objectives but will also assist provincial and national governments, investors and other stakeholders to comprehend the challenges faced by the municipality.

To able to achieve the abovementioned requires a clear understanding of the strengths and weaknesses of the municipality as well as understanding and addressing the potential of the organisation, the community, resources, opportunities, etc.

Potential refers to opportunities, be they of economical or any other nature, which are not cultivated or fully opened up yet and opportunities already in existence which are not fully utilised.

During October 2010, Council, with the assistance of Gauteng Department of Finance undertook a risk assessment session where the various departments of the municipality participated in identifying organisational risks. Senior management had workshops considering the inputs to develop Operational Risk Registers for the Departments and a Strategic Risk Register for the municipality. The Risk Register was approved by Council at its meeting held in February 2011.

1.2 Summary of the top 11 risks:

- Deterioration and aged resources (vehicles),
- Limitation of growth and development,
- Loss of Revenue,
- Loss of Skills,
- Loss of valuable information,
- Inability to deliver timely on housing units and eradicating the informal settlements and,
- Pollution of the environment.

1.3 Risk review

During September 2012, Council conducted a risk review workshop. All departments made inputs into their departmental risk registers. A strategic risk register for council comprising of fifteen risks was compiled.

The following fifteen risks were identified as council's strategic risks;

- Loss of revenue
- Theft/Assets not accounted for
- Non – Financial sustainability of the Municipality
- Unreliable delays in repairs to fleet
- Misuse of MIG funds
- Health hazard to public and surface water(sewerage) loss of water
- Loss of record plans and building control documents/ loss of data(IT Infrastructure)
- Increased number of orphaned and vulnerable children
- High rate of HIV/AIDS infections
- Poor licencing service
- Damage to Council and private property – general and vandalism & theft of council property(parks and cemeteries)
- Qualified Audit opinion
- Inability to make provision for commercial land
- Major changes in managerial positions/High turnover of Section 57 employees
- Inadequate Website and Intranet(non-compliance with MFMA)

2. RISK MANAGEMENT IMPLEMENTATION PLAN

The purpose of the Risk Management Implementation Plan is to guide council to effectively implement risk management and maximise the benefits derived from an effective risk management process.

NO	OUTPUTS	ACTION PLANS
1.	Risk Management Framework	Approval of Risk Management Policy by council
		Review of Fraud Prevention Policy and Plan
		Communication of Risk Management Policy throughout the municipality
		Approval and implementation of Risk Management Framework
2.	Skilled officials that are risk intelligent	Introduction and orientation of newly appointed employees responsible for Risk Management functions
		Completion of National Treasury Risk Management e-learning programme
3.	Integration of Risk Management into business operations	Featuring Risk Management as a standing item on the Management agenda
		Development of performance indicators to assess value add of Risk Management
		Establishment of Risk Management Committee(RMC) with clear Terms of Reference
4.	Updated risk registers	Conducting strategic risk assessment
		Conducting operational and project risk assessment

3. ANTI-FRAUD AND CORRUPTION POLICY (See Annexure 10)

The Anti- Fraud and Corruption Policy is currently under review in order to align it with that of the West Rand District Municipality.

Appropriate mechanisms are in place to report matters requiring monitoring or evaluation.

Opportunities are provided to officials or members of the public to anonymously report matters of fraud and corruption without being directly linked to the investigation. Supportive evidence is however required.

Confidentiality and anonymity of whistle blowers are respected and there are assurances for the protection of the whistle blowers for reporting the matter(s) and indicated areas of concern.



WESTONARIA LOCAL MUNICIPALITY



LOCAL ECONOMIC DEVELOPMENT PLAN

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List of Abbreviations

BBBEE	Broad-Based Black Economic Empowerment Plan
CSO	Civil Society Organisations
DBSA	Development Bank of Southern Africa
DTI	Department of Trade and Industry
FDI	Foreign Direct Investment
GDARD	Gauteng Department of Agriculture and Rural Development
GDED	Gauteng Department of Economic Development
GDP	Gross Domestic Product
GDP-R	Gross Domestic Product per Region
GEDA	Gauteng Economic Development Agency
GEP	Gauteng Enterprise Propeller
GGDA	Gauteng Growth and Development Agency
GTA	Gauteng Tourism Authority
HRD	Human Resource Development
IDC	Industrial Development Corporation
IDF	Identity Development Fund
IDP	Integrated Development Plan
IPAP	Integrated Policy Action Plan
ISRDS	Integrated Sustainable Rural Development Strategy
KM	Knowledge Management
KPI	Key Performance Indicator
LBSC	Local Business Support Centre
LED	Local Economic Development
LGRC	Local Government Resource Centre
LQ	Location Quotient
NDA	National Development Agency
NDP	National Development Plan
NGP	New Growth Path
NIPF	National Industrial Policy Framework
NSDP	National Spatial Development Perspective
NYDA	National Youth Development Agency
RGDP	Regional Growth and Development Plan
SAPA	South African Poultry Association
SARTP	South African Recycling Tyre Project
SEDA	Small Enterprise Development Agency
SLP	Social and Labour Plan
SWOT	Strengths Weaknesses Opportunities Threats
TISA	Trade and Invest South Africa
WLM	Westonaria Local Municipality
WRCC	West Rand Chamber of Commerce
WRDA	West Rand Development Agency
WRDM	West Rand District Municipality

1. INTRODUCTION

1.1. Purpose of a Local Economic Development (LED) Strategy

Urban-Econ Development Economists has been appointed by the Westonaria Local Municipality (WLM) to review and update the Local Economic Development strategy (LED). This updated LED strategy represents an active plan which will be in effect from 2013.

Purpose

The purpose of an LED strategy is to collate all economic information available, investigate the coordinated and integration options and opportunities available to broaden the economic base of the WLM, as well as identify new opportunities that could create economic development and economic growth in the district. These opportunities and measures will be packaged as a strategic implementation framework in order to address employment creation opportunities, investment and business development and the subsequent positive spin-off effects throughout the economy of the WLM.

Economic development is defined as a process to improve the standard of living of people within the communities and the improvement of economic wealth for increased well-being of the citizens within a country. Economic growth can be defined as the rise in an economy's capacity to produce goods and services over a period of time. Economic development and growth is a vital process that takes place concurrently and is therefore an important part of LED. This process will aim to ensure that the most recent development initiatives and strategic directives are incorporated, as the LED is regarded as a vital step in stimulating the development of the economy through investment initiatives and the mobilisation of financial resources.

1.2. Goal and Objectives

The key **purpose** of this study is:

To review and update the Westonaria Local Economic Development Strategy, which is aligned with relevant provincial and national government initiatives, to guide the WLM in terms of coordinating various role-players to facilitate development, coordinate focused LED implementation, unlock latent economic development potential, encourage private sector investment and create economic development and job opportunities for the poor in its drive to alleviate poverty. Strategic investment guidelines will guide implementation in a structured manner.

Building towards the purpose set out above, a number of objectives have been identified, as listed below:

- to provide the **current overview** of the WLM economy including sectoral performances for agriculture, wholesale, retail and trade, manufacturing, finance, real estate tourism and other sectors

- to provide a demand and supply analysis of the existing economic activities in the WLM;
- to identify key priority sectors
- to provide an analysis of the opportunities within the WLM, along with an understanding of the current and past economic initiatives and projects, their successes and failures and contributing factors
- to provide an assessment of the socio-economic stance of the WLM
- to identify key intervention areas that will target the weaknesses and grow the opportunities within the municipality
- to provide a list of prioritised projects for future development
- to create and populate a database of business opportunities for future project identification and
- to provide the WLM with an integrated implementation plan for economic development within the municipality.

1.3. The LED Concept

Local Economic Development (LED) is an approach towards economic development that enable and encourage people in a certain local proximity to work together to achieve sustainable economic growth and development, thereby growing economic benefits and improved quality of life for all residents within this specific local area.

While LED is a relatively recent phenomenon in South Africa, it has been applied, as a programme, to improve the economic performance of municipal areas. It focuses attention on the local level as the most appropriate place for economic intervention, as this level should be the most readily accountable to the public, while having the legitimacy of being democratically elected.

Local Economic Development is an on-going and integrated process, rather than a single project or a series of steps to follow. It involves the identification and utilisation of local resources, ideas and skills to stimulate economic growth and development. LED is aimed at creating employment opportunities for local residents, alleviate poverty and redistribute resources and opportunities to the benefit of all local residents.



In order for Local Economic Development (LED) to be effective, a community needs to identify and consider its own economic strengths, weaknesses, opportunities and threats and agree on a shared strategy.

LED is characterised by the following objectives:

- establishing a job-creating economic growth path
- embarking upon sustainable rural development and urban renewal
- bringing the poor and disadvantaged to the centre of development.

1.4. Structure of the Report

The remaining sections of the report is outlined and discussed as follows:

Chapter 2: Research Approach and Consultations: this chapter provides an in-depth discussion surrounding the methodology and approach used in completing this assignment. It also includes a list of various consultations that took place with project owners.

Chapter 3: Institutional Framework and Support Structures: this chapter provides an overview of the national, provincial, district and local municipal planning initiatives that provide the framework and direction in which the LED strategy will be developed, as well as the sources of support structures that are available on both national and provincial level.

Chapter 4: Socio-Demographic Analysis: the situation analysis provides a social and demographic overview of the WLM and assesses indicators such as population growth, education, income, and access to basic services.

Chapter 5: Economic Analysis: the economic analysis provides an economic overview of the WLM and assesses indicators such as GDP-R, economic growth and performance, the structure of the economy, employment and comparative advantages present in the area.

Chapter 6: Opportunity Analysis: this chapter analyses the six sectors in the economy of the WLM that is the most likely to promote economic growth and development. These sectors are analysed in terms of their potential to promote economic development, and potential projects as well as sources of support are identified and listed.

Chapter 7: Project Scoping: projects from three sources are provided in this section. The sources include the mines in the WLM, the community and stakeholders as well as projects identified in the opportunity analysis. The opportunity analysis projects are evaluated against criteria and top prioritised projects are itemised.

Chapter 8: Economic Development Framework: this section formulates the vision and objectives for the WLM's LED unit, and discusses the drivers of LED in the local municipality.

Chapter 9: Implementation Plan: The Implementation manual provides guidelines for the preparation and implementation of the prioritised LED projects as identified in Chapter 7. A framework for monitoring and evaluation is also provided.

2. RESEARCH APPROACH AND CONSULTATIONS

2.1. Introduction

The purpose of Chapter 2 is to describe the approach and economic principles used to formulate the Westonaria LED strategy. The approach used was pre-empted by a number of underlying economic principles. The principles are based on literature relating to local economic development in South Africa and economic development in developing countries. It is foreseen that the development of the Westonaria LED strategy will be influenced by underlying principles as described within this chapter.

The underlying economic and locational principles will be analysed before the approach of the LED strategy will be described.

2.2. Underlying Economic Principles

There are a number of underlying economic principles that drives local economic development. The top ten prioritised principles are analysed in the following paragraphs.

2.2.1. Regional Competitiveness

The main challenge of the LED plan is to identify the competitive and comparative advantages with respect to local economic and sectoral development. As such, it implies that innovative concepts and new initiatives will have to be investigated to elevate the WLM area above the other LM's in the region, but also to undertake this in a unified effort to improve competitiveness in and of the current activities and programmes. The strategy will study and explore ways and means of improved cooperation and collaboration to introduce innovation in economic sectors and thus improve competitiveness and leading to local economic growth.

2.2.2. Sector Profile and Prioritisation

The compilation of a sectoral profile that is both recent and comprehensive accumulates an important aspect of the LED strategy. This sectoral profile highlights and describes the strengths and weaknesses for each sector, as well indicates additional potential opportunities that can be identified for pro-active promotion of sector development.

2.2.3. Sectoral Specialisation

The sectoral analysis will focus on both existing and new opportunities. Known opportunities should be verified and reviewed, whereas new trends should be investigated to identify innovative opportunities. Specific niche markets have to be promoted as comparative and competitive advantages of the WLM area to generate interest, investment and development. Specific attention will be given to the identification of a range of initiatives such as catalyst blue chip projects, investment opportunities and community development projects.

2.2.4. Industrial Innovation

The industrial sector needs to be uplifted and strategically promoted to ensure it can compete in terms of attracting foreign investment and secure growth to provide in the need of employment. Given that the industrial and manufacturing sectors are large contributors to employment globally, the same approach and innovative concepts should be applied in the WLM in terms of growing the industrial sector.

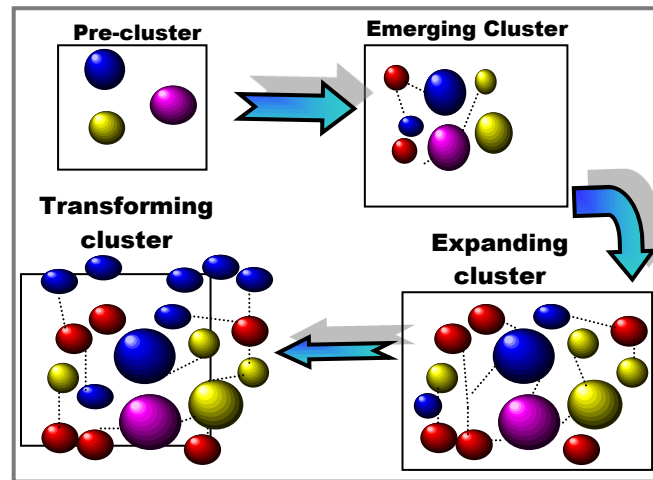
2.2.5. Clustering

Conventionally industrial complexes were regarded as an ideal answer towards initiating sustainable development within a region/area. Subsequent to this clustering, mature cluster principles were applied to promote economic linkages. An industrial cluster has at its core a sector – identified in some cases as a material; but what is drawn into the cluster is

Clustering is the optimal development of the forward and backward linkages of a major industry to integrate the total value chain, also taking into consideration all external factors which impact on the competitiveness of the sector. Clustering of activities gives rise to the concept of agglomeration advantages (or scale economies) with a high degree of multiplier or spin-off effects.

everything that impacts on the competitiveness of the cluster. New facilitation techniques were required to enable the development of the clusters towards increased competitiveness. A prerequisite for the successful development of the cluster associated with investment and delivery of results is the need to directly involve the industry players in the initiative. It means that the Porter Model of cluster development is amended, consisting of more than just sectoral production and service industries, but also induced supporting economic infrastructure. This approach is in accordance with the emphasis being placed on delivery – thereby moving away from pure analysis and embracing the action-orientated concept of creating development opportunities based on agglomeration advantages.

Figure 2-1: Porter Model of clustering



The cluster methodology can be applied as a tool to increase competitiveness but the economy must be able to attract new investment. This is a complex and competitive process aimed at aligning the targeted sectors for global competitiveness. The most recent technological improvements and techniques need to be taken cognisance of and facilitated within the cluster network.

2.2.6. Forward and Backward Linkages

The value chain plays a vital role in any economy, no matter the size. A value chain can be defined as a network of processes that a company or business unit undergo from taking the raw materials to delivering a product. As a value chain connects a large number of activities within an economy, it is necessary to provide a synopsis of the value chain and the relevance of the cluster development initiatives and activities. The traditional value chain was primarily a linear relationship between the supplier, the company and the customer. However recent shifts in the business environment imply that there is a marked convergence of service delivery intentions. The extended value chain can now be illustrated through the following relationships:



It is from this perspective that the utilisation of clusters and associated instruments are applied to stimulate the local business environment. Specific interactions are transformed into a highly cooperative environment within which supplier-company-customer relationships are regarded as strategic partnering. The entire value chain and respective role-players are becoming increasingly integrated. This implies that the cluster needs to be characterised by high levels of cooperation and networking between suppliers, companies and customers, between which forward and backward linkages should be established. These linkages refer to the impact that one member of

the value chain has on the other members towards both sides. Given these impacts, the importance of job creation and economic development is underlined.

2.2.7. SMME Promotion

It is important to involve and uplift the SMME sector through enhancing the capacity of local entrepreneurs by establishing support measures and incentives to promote participation. This suggests that appropriate technology transfer needs to be placed in an environment that is conducive for the successful establishment of SMMEs. SMMEs provide a greater proportion of employment than large industries, and therefore the potential for SMMEs and government assistance for small businesses will be determined. When a sub-contracting firm or network is established in an economy, the structure of the economy is broadened, since existing linkages are utilised and new linkages are created. The establishment of a sub-contracting network in an economy can, inter alia, initiate the creation of additional employment opportunities, diversification of the local economy and enable the local population to obtain skills and knowledge.

2.2.8. Enabling Environment

An enabling environment describes the environment that is external to a business or any other entity which promotes a sustainable course of market development. While most institutions and entities can control internal matters such as finance, human resources and the bottom line, certain outside factors cannot be changed by these entities. To attract foreign investment and to develop the economy, the enabling and supporting environment needs to be fully understood and facilitated to ensure optimal development of the main clusters. Aspects of importance in this regard include infrastructure, transportation networks, human resource development (HRD), skills development, etc.

2.2.9. Propensity to Export

The propensity of industries to export products needs to be determined. High export rates of certain economic sectors are indicative of established market channels and the effective utilisation of markets external to the region or country. A sector, which is export-orientated, also has a large potential market and due to its greater market diversity, it is less vulnerable to adverse conditions that may influence the domestic or international markets at a certain point in time.

2.2.10. Globalisation

This concept indicates the importance of an integrated local economy with the global economy on the basis of competitiveness in niche markets. This implies, amongst others, that the national economy must be able to attract new investment. This is an intricate and very competitive process aimed at aligning the targeted sectors for competitiveness on a global scale.

2.3. Research Approach

The methodology followed in undertaking the WLM LED strategy initially takes an academic research approach, aimed at providing a general overview and theoretical understanding of the LED concept and context. The LED plan focus on integrating stakeholder consultations with a policy overview to identify the key priority sectors and guidelines in terms of economic development in a South African, provincial and district perspective, as well as to identify the potential opportunities and shortcomings within the WLM area. The detailed approach undertaken for the study is illustrated in Figure 2-2 and comprises nine steps, which are discussed in the paragraphs to follow.

Figure 2-2: Proposed Methodology



After the project inception was completed and the goals, objectives and outcomes of the study were determined, the stakeholders, who need to be consulted, were identified. These consultations were undertaken in parallel with other steps in the study to allow enough time for thorough and comprehensive inputs to be obtained. Following the consultations, a thorough policy review was undertaken, comprising of national, provincial and regional policies. These reviews are accompanied by the relevant status and implication of the policy on this LED strategy.

An in-depth socio-demographic and economic profile was then undertaken, based on both primary and secondary resources. Secondary resources included Statistics South Africa and various other online resources. Primary data was obtained through interviews and consultations with strategic stakeholders and industry leaders. Some of the information obtained includes the population and household size and growth, household income, education, production and growth of the economy, structure of the economy and the location quotient.

Step five followed the profiling of the WLM, and a strengths, weaknesses, opportunities and threats (SWOT) analysis was undertaken, thereby determining the strengths, weaknesses, opportunities and threats of the municipality in terms of the economic sectors. Each sector was also analysed in terms of potential projects, potential for growth, and growth constraints, after which the sectors were prioritised according to their potential for development. Projects within the prioritised sectors were identified and evaluated. The projects were evaluated in terms of their development and investment potential, sustainability and economic impacts, and incorporated into a prioritisation model. In addition to the prioritisation of the projects, a database was developed and populated with the current and potential new projects to be implemented.

Support structures were identified to assist the WLM in terms of developing and implementing the identified priority projects in the second last step. Finally, an implementation action plan concludes the LED strategy to provide various role-players and stakeholders in the economy with clear, functional guidelines with respect to implementing the LED strategy. This implementation action plan is necessary to determine priorities for implementation phasing, budgeting, resource allocation and allocating responsibilities. In addition, a monitoring and evaluation management framework accompanies the implementation action plan, which will guide performance in terms of implementing the strategy.

2.4. Consultations

Consultations with key role-players in the economic development field is useful not only in gaining a greater understanding of the dynamics and challenges of each priority sector, but also ensuring buy-in for the recommendations made by the LED strategy. The research approach, therefore, involved the setting up of interviews with the major role-playing entities in the WLM. This included both the agencies and parastatals of government mandated to provide support in terms of economic development; and representative organisations of private companies operating in the province.

The list of organisations interviewed includes:

- Westonaria Local Municipality (WLM)
- Gold One International Ltd
- Goldfields Driefontein and South Deep mines
- Sibanye Gold mine
- AfriSam Isigualo
- Gauteng Department of Agriculture and Rural Development (GDARD)
- Project Managers (Urban Renewal Project, Umtali, etc.)
- West Rand Development Agency (WRDA)
- Greater Westonaria Tourism Association
- West Rand Chamber of Commerce

2.5. Conclusion

Based on the approach followed to conduct the WLM LED strategy, it is clear that both primary and secondary data sources were used in the process. The strategy was based on sound economic principles while taking cognisance of the inputs from various stakeholders. The following chapter will focus on the current reality in terms of the socio-demographic analysis of the WLM.

3. INSTITUTIONAL FRAMEWORK AND SUPPORT STRUCTURES

3.1. Introduction

This chapter has a dual aim: to firstly provide an overview of relevant policies and strategies applicable to the Westonaria Local Municipality to which the LED strategy needs to be aligned, and secondly to introduce different support structures that are available for small and medium enterprises. The local projects, programmes and strategies need to be aligned with the relevant district, provincial and national strategies to ensure, *inter alia*, incorporation of the LED initiatives in relevant budgets. This serves to establish a consistent and conducive set of measures to promote viable local economic development activities and employment. Key in this regard is to create linkages with the RGDS, the IDPs and LEDs to ensure strategic vertical alignment. A further alignment aspect relates to the establishment of linkages between programmes and projects to ensure synergies are harnessed between different types of projects within the area.

In order for the current or proposed businesses or projects to be successful, it will need to have an efficient supporting structure. There are lot of challenges facing Small and Medium Enterprises among others lack of funding, lack of skills, project management, productivity, project management, research and development. There are several institutions or agencies that were established for the sole purpose of encouraging and promoting entrepreneurship and helping entrepreneurs operate successfully in an ever changing economic environment. The following supporting structures are discussed within the sub-sector:

- Provincial Economic Support Structures
 - Gauteng Department of Economic Development (GDED)
 - Gauteng Enterprise Propeller (GEP)
 - Gauteng Growth and Development Agency (GGDA) and
 - Gauteng Tourism Authority (GTA)
- National Economic Support Structures
 - Small Enterprise Development Agency (SEDA)
 - Development Bank of South Africa (DBSA)
 - Industrial Development Corporation (IDC)
 - Department of Trade and Industry (DTI)
 - Trade and Invest South Africa (TISA)
 - Khula Enterprise Finance
 - National Youth Development Agency (NYDA)
 - Land bank and
 - Identity Development Fund

The Institutional Framework consists mainly of the policy analysis, which was conducted on national, provincial and regional level. The various policies are discussed in the next sub-sections, followed by a brief discussion of the supporting structures.

3.2. National Policies

The policy analysis will firstly focus on national policies that will have an influence on the direction of the WLM LED plan. The national policies provide strategic guidelines and direction for economic development in South Africa. It is imperative to align the WLM LED plan with the national policies in order to ensure buy-in and support from national departments.

Table 3-1 outlines the key national policies to be taken into account when developing the WLM LED plan. The following policies were reviewed in this analysis:

- National Development Plan (2011)
- New Growth Path (2010)
- Industrial Policy Action Plan (2012)

Table 3-1: National Policy Overview

DESCRIPTION	STATUS / RELEVANCE	IMPLICATIONS
3.2.1 National Development Plan (2011)		
<p>In November 2011, the National Planning Commission presented the draft new national development plan for comments. The main goal of the plan is to improve the life changes of all South Africans, but particularly those young people who presently live in poverty.</p> <p>According to the National Development Plan (NDP), government should shift the balance of spending towards programmes that help people improve their own lives and those of their children and their communities. The plan seeks to achieve 11 million jobs in the next 11 years which the commission says will result in full employment by 2030. According to the draft plan, nine focus areas are identified that could eradicate poverty in South Africa by 2030 are:</p> <ul style="list-style-type: none"> • create jobs • expand infrastructure • transition to a low-carbon economy 	<p>The National Development Plan will set the benchmark for future economic development in South Africa.</p>	<p>The LED strategy of the WLM will have to adhere to the nine focus areas as identified in the NDP when pursuing economic upliftment and poverty eradication in the area.</p>

DESCRIPTION	STATUS / RELEVANCE	IMPLICATIONS
<ul style="list-style-type: none"> • transform urban and rural spaces • education and training • provide quality health care • build a capable state • fight corruption • transformation and unity <p>The commission also proposed that the government consider raising exports of products and services in areas in which South Africa has an advantage, such as mining, construction, agriculture, agro-processing, and tourism. The plan proposed expanding economic opportunities by investing in infrastructure, technological innovation, private investment and entrepreneurship.</p>		
3.2.2 New Growth Path (2010)		
<p>The New Growth Path (NGP) identifies economic growth and employment creation as its main focus areas and proposes bold, imaginative and effective strategies to achieve this goal. Furthermore, emphasis is placed on sustainable growth and a more balanced, developed economy and society over the medium-term, while at the same time supporting sustainable long-term growth. Through the NGP and the other national fundamental policies and strategies, the government aims to create five million new jobs by 2020. The NGP's approach is to identify areas in which employment creation is feasible on a large scale, and then to revisit policies that promotes or constrain specific industries. The following sectors have been allocated priority, given their ability to generate employment opportunities whilst encouraging economic growth:</p> <ul style="list-style-type: none"> • infrastructure • agricultural value chain • mining value chain • green economy • manufacturing sectors • tourism and high-level services 	<p>The NGP sets out the new vision for development and growth in South Africa towards job creation through the targeting of specific job drivers, including investment in infrastructure.</p>	<p>The WLM should aim to promote the NGP through the creation of employment and economic development in the area in a sustainable manner. The municipality should focus on the specific sectors that are given priority in the NGP.</p>
3.2.3 Industrial Policy Action Plan (2012)		
The development of the Industrial Policy Action Plan, 2012/2013 – 2014/2015 (IPAP2)	The IPAP2 recognises the	The WLM should aim to

DESCRIPTION	STATUS / RELEVANCE	IMPLICATIONS
<p>provides for a scaled-up industrial policy of interventions aimed at generating a structurally new path of industrialisation. IPAP2 also highlights the need for growth of employment, particularly through growth in production sectors. Infrastructure provision is highlighted as one of the key objectives of the plan. The Industrial Policy Action Plan (IPAP) describes in detail the key actions and timeframes for the implementation of the DTI's initial round of industrial policy, as encompassed in the National Industrial Policy Framework (NIPF). It is felt that the manufacturing sector has not reached its full potential and government has singled out sectors for particular focus. The aim is to enable these focus sectors to reach their full potential by utilising appropriate government policy instruments to promote the updating and upgrading of manufacturing capabilities, encourage investment in industry-specific infrastructure. The four lead sectors that have been identified for fast-track implementation are:</p> <ul style="list-style-type: none"> • capital/transport equipment and metals • automotives and components • chemicals, plastic fabrication and pharmaceuticals • forestry, pulp and paper, and furniture 	<p>important role that the manufacturing sector plays in terms of job creation in South Africa. The plan provides guidelines in terms of job creation and economic development throughout South Africa.</p> <p>The plan further focus on specific economy sectors that will be the priority sectors in terms of economic development in South Africa.</p>	<p>assist in the development of these sectors by identifying potential enhancement of similar industries within the municipality. By enabling these sectors to reach their full potential within the area, job creation and sustainable economic development objectives could also be attained.</p>

3.3. Provincial Policies

The following sub-section outlines the key focus areas of the provincial strategies. The main focus of the review of these strategies is on identifying the implications of their vision, objectives, and mechanisms on the WLM LED plan. Three provincial strategies were analysed as part of the provincial policy overview, and include the following:

- Gauteng Employment, Growth and Development Strategy (2009)
- Gauteng Vision 2055 (Draft)
- Gauteng SMME Policy Framework (2010)

It is imperative that the WLM LED plan will align with the Gauteng provincial policies. The above mentioned provincial policies provide guidance in terms of development in the province. As development and job creation is one of the goals of the LED plan, it is foreseen that the policies should have an influence on the reviewed LED plan. The implementation of the proposed interventions will be fast-tracked if the projects coincide with the provincial policies. Without interventions, the reviewed LED plan will have no impact on the livelihoods of the local population. Table 3-2 provides the analysis as well as the implications of the three policies on the WLM LED plan.

Table 3-2: Provincial Policy Overview

DESCRIPTION	STATUS / RELEVANCE	IMPLICATIONS
3.3.1 Gauteng Employment Growth and Development Strategy (2009)		
The Gauteng Employment, Growth and Development Strategy (GEGDS) have a vision of creating “an inclusive and sustainable Gauteng City-Region that promotes a developmental and equitable society.” The GEGDS focuses on outlining a set of strategic choices and programmes that will contribute towards building a strong and sustainable Gauteng economy in which all can access economic opportunities and revel in decent job opportunities. A set of strategic choices and programmes are outlined that will aid in building a robust and sustainable economy for the Gauteng province, as well as assist in the creation of economic growth and job opportunities. This GEGDS sets out the strategic interventions through which the province will seek to	The GEGDS recognises the importance of job creation and a strong economy for the province as a whole, and aims at contributing towards strengthening and building a strong, inclusive economy.	The WLM should implement these strategic interventions and strategic pillars, given that the aim is to promote and grow the local economy in a sustainable and efficient manner. The focus should also be on the development of people in terms of social

DESCRIPTION	STATUS / RELEVANCE	IMPLICATIONS
<p>make an innovating, green and inclusive economy a reality. The strategic interventions spelled out in this document are organised into five ‘strategic pillars’, namely:</p> <ul style="list-style-type: none"> • transforming the provincial economy through improved efficiency sustainable employment creation • increasing economic equity and ownership • investing in people • sustainable communities and social cohesion. 		cohesion, skills training and development.
3.3.2 Gauteng Vision 2055 (Draft)		
<p>The Gauteng Vision 2055 process takes its mandate as one of the 11 Strategic Pathways of the Gauteng City Region (GCR) Road Map, and was assigned the task of planning for a City Region, 46 years into the future. Given that the GCR is an inter-governmental process of structured engagement, the concept of the GCR follows an integrated functional economic region that transcends administrative boundaries, and recognises that the Gauteng province lies at the hub of South Africa’s globally connected economy. The Gauteng Vision 2055 has identified the following four main areas of focus:</p> <ul style="list-style-type: none"> • economy and employment • infrastructure • social transformation • governance 	<p>The Gauteng Vision 2055, although still in its developing phases, sets the direction of growth for the province by focusing on four of its main focus areas. This document also outlines the planning involved for the future of the province.</p>	<p>The WLM should participate in the inter-governmental process and engage in active participation in order to align with the aims of the Gauteng Vision 2055. Inputs required should be provided, and the WLM should also look to enhance the main focus areas as identified within the area.</p>
3.3.3 Gauteng SMME Policy Framework (2010)		
<p>The Gauteng SMME Policy Framework comprises an in-depth qualitative and quantitative basis for the development of small, medium and micro enterprises (SMMEs) in the Gauteng province. It recognises the unique roles undertaken by this diverse sector in the province creating employment, contributing to economic growth, and providing sustainable livelihoods. The policy framework works toward strengthening the unique characteristics of the province and underlines the ways in which key national, provincial, district and local role-players in the province can collaborate. It shows the province’s commitment to innovation and supports its strategic positioning as the “smart province”.</p>	<p>The Gauteng SMME Policy Framework recognises the importance and need for SMME’s and entrepreneurship in the economy, and aims to enhance the unique characteristics of the province.</p>	<p>Given that the SMME’s in a particular area or region is vital in creating employment and economic growth, the WLM should incorporate this framework as part of the planned development for the area.</p>

3.4. Regional Policies

At regional and local level, the following policies are relevant to the LED strategy:

- West Rand District Municipality Regional Economic Development Plan (2012)
- West Rand District Municipality Regional Growth and Development Strategy (2012)
- West Rand District Municipality Regional Marketing and Investment Strategy (2012)
- West Rand District Municipality Regional Integrated Development Plan (IDP) (2011)
- Westonaria Local Municipality Local Economic Development Plan (LED) (2007)
- Westonaria Local Municipality Integrated Development Plan (IDP) (2012)

Table 3-3: Regional Policy Overview

DESCRIPTION	STATUS / RELEVANCE	IMPLICATIONS
3.4.1 WRDM Regional Economic Development Plan (2012)		
The Economic Development Plan (EDP) of the West Rand District Municipality (WRDM) provides an assessment of all the relevant economic activities and development opportunities within the main economic sectors; identifies economic development nodes/corridors and sectors with a comparative advantage and identify strategic projects. These are identified for the entire West Rand region.	This plan highlights the economic strengths and vision for the region as a whole as well as areas of comparative advantage which could be investigated.	The WLM forms part of the WRDM and is therefore subject to the planned developments for the region. It is therefore necessary to align the local planned developments with those of the region to ensure consistency when working towards a shared goal.
3.4.2 WRDM Regional Growth and Development Strategy (2012)		
The Regional Growth and Development Strategy (GDS) has been developed to combine all strategies and programmes of the district, as well as to promote comprehensive development and growth. Growth and development strategies are aimed at establishing the direction of growth and development for an area or region when working towards a	The strategy provides an integrated direction towards growth and development for all strategies and programmes	The WLM forms part of the WRDM and is therefore subject to the planned developments for the region.

DESCRIPTION	STATUS / RELEVANCE	IMPLICATIONS
<p>Global City Region. The vision of the West Rand District Regional (GDS) is to “develop and sustain an integrated, socio-economically and economically thriving and green environment with a unified society.” This vision will be achieved by setting the focus on the following key strategic priorities:</p> <ul style="list-style-type: none"> • spatial integration • physical infrastructure • economic development • environmental management • social development • good governance 	within the region.	It is therefore necessary to align the local planned developments with those of the region to ensure consistency when working towards a shared goal.
3.4.3 WRDM Regional Marketing and Investment Strategy (2012)		
<p>The Marketing and Investment Strategy is regarded as the cornerstone of the Investment and Promotion Strategy of the WRDM, and is aimed at attracting new Foreign Direct Investment (FDI) to the West Rand district. The objectives of the strategy are outlined as follows:</p> <ul style="list-style-type: none"> • to improve and promote the West Rand DM image within the investment community as a favourable location for investment with government workforce dedicated to address the needs of potential investors • create awareness of the West Rand district’s locational advantages with the West Rand being ideally situated with relation to the City of Johannesburg and the City of Tshwane, making the district an ideal location for companies; • make potential investors and stakeholders aware of potential business opportunities in the West Rand district in order to generate investment directly in such sectors as: <ul style="list-style-type: none"> ○ agriculture and agro-processing ○ mining and mineral beneficiation ○ tourism ○ manufacturing • to provide services to prospective and current investors and create an environment conducive for their business development 	This strategy recognises the need for FDI into the region and emphasises the promotion of integrated and sustainable development in the local economy.	The WLM forms part of the WRDM and should also aim at adopting a similar marketing and investment plan (aligned with the Regional Marketing and Investment Strategy) to attract FDI to the Westonaria area.

DESCRIPTION	STATUS / RELEVANCE	IMPLICATIONS
3.4.4 WRDM Integrated Development Plan (2011)		
The WRDM Integrated Development Plan (IDP) is an all-inclusive strategic plan that provides an overview of the development strategies envisaged for the whole district. It provides strategic direction, as well as coordinates and aligns the initiatives of local municipalities in the district with those of the provincial sector departments.	The WRDM IDP consolidates various region-wide plans and programmes for all development throughout the region.	The IDP addresses the existing needs of the communities in the WRDM, through a framework of sustainability and identified roles and projects for the WRDM and its constituent LM's. The WLM should take cognisance of these needs and projects of the communities to see where additional projects and support could be provided.
3.4.5 WLM Local Economic Development (LED) Plan (2007)		
The Local Economic Development plan of the WLM highlights all the plans and programmes to promote the growth and economic development of the area through a bottom-up approach. The LED focuses on being socially inclusive, while keeping in mind the challenges and opportunities associated with a local municipality.	This previous LED will need to be updated to influence this report to become the latest LED for the WLM.	The LED addresses the local projects, plans and programmes that will need to be implemented to build on economic growth for the WLM.
3.4.6 WLM Integrated Development Plan (IDP) (2013)		
The WLM IDP is an all-inclusive strategic plan that provides an overview of the development strategies envisaged for the local region. It provides strategic direction as well as coordinates and aligns the initiatives of the local municipality with those of the district and provincial plans and initiatives.	The WLM IDP contains aspects of the LED plan, in the sense that the IDP is an all-inclusive document and thereby will influence the LED strategy as such.	The IDP addresses the existing needs of the communities in the WLM, through a framework of sustainability and identified roles and projects for the WLM within the context of the WRDM.

3.5. Support Structures

This sub-section will aim to discuss the different types of support structures that are available for project development in the region, province and country. Firstly, the existing business support frameworks within the WLM are discussed, followed by the provincial support structures, where, finally, insight will be provided on support structures and agencies on a national level.

3.5.1. Existing Business Support Frameworks in the WLM area

The following two support agencies are currently operational within the WLM, although they cover a larger area within the district in terms of support.

5.5.1.1. West Rand Chamber of Commerce

The West Rand Chamber of Commerce (WRCC), established in 2009, has been providing advice and acting as a reference centre for small business owners in the West Rand. In addition, it has been responsible for encouraging individuals and various groups to start small enterprises, resulting in job creation and the sustainability of the local economy.

Contact Details of WRCC:

Tel: +27(0)11 039 0727

Website:

www.westrandchamber.co.za



Since its inception the WRCC has been conducting Entrepreneurship Development Programs to empower the communities with Personal Capacity Building, Basic Business Skills and Technical Training. In this way the WRCC has been providing vital skills, information and guidelines for participants to be successful in business. The West Rand Chamber of Commerce has continued to support a number of participants of the programs and co-operatives in all the various aspects of business; such as the Registration of the Company, Business Plan creation and development as well as Funding Information.

5.5.1.2. West Rand Development Agency

The West Rand Development Agency (WRDA) was established in 2006 and has undertaken the role of a municipal entity of the WRDM, located in Gauteng. The WRDA plays a central role in contributing to the long-term economic development of the West Rand region, particularly addressing poverty and unemployment.

Contact Details of WRDA:

Phone: +27 11 411 5000

Fax: +27 11 411 5172



The establishment of the agency was made possible in part through funding from the IDC. By stimulating, developing and supporting projects designed to contribute to economic growth and diversification, the WDRA seeks to regenerate, diversify and build the economy of the district to promote the economic and social well-being of all its residents. Job creation and direct investment opportunities are the agency's primary focus. In line with this, several projects are already under way, with several more in the pipeline.

These projects span a diverse range of economic sectors, including tourism, mining, manufacturing, and information technology. Township development and urban renewal and development are also prioritised on the agency's agenda.

3.5.2. Provincial Economic Support Structures

5.5.2.1. Gauteng Department of Economic Development

The Department of Economic Development has two main areas of responsibility. On the one hand the Department of Economic Development is tasked with ensuring that the correct environmental framework and initiatives are put in place to foster economic growth and job creation in the province, and thereby push back the boundaries of poverty. On the other hand, the Department of Economic Development is also responsible for ensuring that sound financial management policies and structures are in place within the Gauteng Provincial Government.

Contact Details of GEP:

Tel: +27 11 414 1753

Fax: +27 11 692 4683

Website: www.gep.co.za

E-mail: owaiz@til.co.za



The mandate of the Department of Economic Development is to lead, facilitate and promote economic growth and economic development in Gauteng, with a targeted commitment to focus on enhancing the inclusivity of the Gauteng economy, whilst enhancing the competitiveness of the Gauteng economy.

5.5.2.2. The Gauteng Enterprise Propeller (GEP)

The Gauteng Enterprise Propeller is a provincial government agency established in 2005 under the auspices of the Department of Economic Development to provide non-financial support; financial support; co-ordinate stakeholders for the benefit of Small Medium and Micro Entrepreneurs (SMME's) in Gauteng. The goal of the GEP is to facilitate increased SMME participation in the mainstream economy, and their contribution to economic growth and development and employment in Gauteng.

Contact Details of GDED:

Tel: 011 355 8000

Fax: 011 355 8730

Website: www.ecodev.gpg.gov.za



GAUTENG PROVINCE
ECONOMIC DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

The objectives of the GEP are:

- Promote, foster and develop small enterprises in Gauteng
- Implement the policy of the Gauteng Provincial Government for small enterprise development
- Design and implement small enterprise development support programmes within Gauteng
- Establish and promote a support network in order to increase the contribution of small enterprises to the Gauteng economy
- Promote economic growth, job creation and equity

- Integrate all government-funded small enterprise support agencies in Gauteng
- Strengthen the capacity of service providers to assist small enterprises to compete successfully domestically and internationally

The province recognises that SMMEs have a valuable role to play in addressing the aforementioned objectives and can directly and indirectly:

- Contribute to the Province's and country's GDP
- Create some long-term sustainable jobs
- Ensure transformation in terms of the representativity of the economic sector as a whole and contribute to a reduction of poverty

GEP has identified six Strategic Priorities towards fulfilling its role, achieving its goal and delivering on its mandate. These are:

- Provision of efficient and timely financial support to SMMEs towards facilitating their development
- Provision of efficient and timely business development support to SMMEs towards increasing their professionalism and sustainability
- Contribute to the creation of an enabling environment for SMMEs growth and sustainability
- Identify business opportunities and enhance business facilitation and business partnerships for, and between SMMEs
- Facilitate increased SMME participation, including of women, youth and people with disabilities, in the Province's economic growth sectors and GPG's priority socio-economic development projects
- Ensure effective and efficient management of GEP

5.5.2.3. The Gauteng Growth and Development Agency (GGDA)

The Gauteng Growth and Development Agency (GGDA) has been established in 2012 as the result of a merger between Blue IQ and GEDA, achieved through an amendment to the Blue IQ Holdings Act. The GGDA is tasked with facilitated and driving economic growth and development in the Province.

Contact Details of GGDA:

Tel: +27 11 833 8750/7

Fax: +27 11 833 8777

The GGDA has as its mandate to lead, facilitate and manage sustainable job creation and inclusive economic growth and development in the Gauteng City Region, through:

- Enabling economic development that is focused on creating sustainable jobs through facilitating the focused delivery of key national and provincial programmes of action
- Driving growth in provincial GDP and employment rates
- Strategically positioning the province into a globally competitive city region
- Facilitating partnerships and create linkages across the province in order to maximise service delivery outcomes

- Supporting the development of Key Sectors of the Economy in line with established economic and industrial policies of the province, through:
 - Business Enablement
 - Capital Projects
 - Land and Development
 - Trade and Investment Promotion

5.5.2.4. The Gauteng Tourism Authority (GTA)

The Gauteng Tourism Authority (GTA) is an agency of the Gauteng Provincial Government and is tasked with promoting sustainable tourism and to assist in making Gauteng a world-class tourism destination and in addition contribute to economic growth and uplifting the local people.

This agency is available to provide support and assistance to anybody wanting to visit the province as well as those planning on hosting a conference, exhibition or incentive in the province.

Contact Details of GTA:

Tel: +27 11 085 2500
Website: www.gauteng.net
E-mail: info@gauteng.net

Gauteng Tourism offers a host of services to businesses, associations and event planners to assist in the planning and successful execution of an event or conference.

3.5.3. National Economic Support Structures

5.5.3.1. Small Enterprise Development Agency (SEDA)

SEDA is a government agency and a member of *the dti* group. It is mandated to implement the small business strategy design of government and implement a delivery network for SMME development and integrate government-funded support agencies across all tiers of government. SEDA also supports, promotes, and grows enterprises with a special focus on co-operative enterprises located in rural areas.

Contact Details of SEDA:

Tel: +27 12 441 1000
Fax: +27 12 441 2064
Website: www.seda.org.za
E-mail: info@seda.org.za



The task of SEDA is as follows:

- Provide information on how to start a business
- Assist with the establishing of a cooperative
- Assist with the compilation of business and marketing plans
- Mentor and coach entrepreneurs
- Build capacity of entrepreneurs through training
- Provide advice on the legal form of businesses, franchising, tendering and how to access finance
- Identify opportunities and business linkages for small enterprises

In general, SEDA aims at providing information to small businesses and prospective enterprisers that would encourage them to start and build sustainable businesses.

5.5.3.2. Development Bank of Southern Africa (DBSA)

The Development Bank of Southern Africa is a development finance institution and its purpose is to accelerate sustainable socio-economic development by funding physical, social and economic infrastructure. By means of funding it is possible to improve the quality of life of the all the residents of South Africa.

The DBSA is currently working on the following strategic projects:

- Sustainable Communities Programme: the programme aims to broaden and deepen its development impact. In pursuit of this, the DBSA provides a comprehensive, integrated package of support to struggling municipalities in their efforts to develop social and economic infrastructure.
- Local Investment Agency: the DBSA and Old Mutual have established a partnership to set up local investment agencies which can act as a catalyst for private and public sector investment.
- Women's Development Programme: the bank's gender equity programme focuses on the needs of women in construction and their enterprises.
- Local Government Resource Centre: the Local Government Resource Centre (LGRC) was developed in partnership with local government stakeholders to assist municipalities to meet the challenges they face and to fulfil their development responsibilities and duties. It is intended to be a one-stop support centre that is directly accessible to all municipalities and other local government stakeholders through a virtual private electronic network.
- Knowledge Management (KM) Africa: KM brings together policy-makers, sector professionals, researchers, knowledge management experts, governmental leaders and business leaders to collaborate and find solutions to some of the major development challenges faced.
- Accelerated and Shared Growth Initiative for South Africa: AsgiSA has prioritised increased public investment in infrastructure, and is likely to give rise to a number of large infrastructure projects in South Africa, with municipalities directing more effort towards these areas.

Contact Details of DBSA:

Tel: +27 11 313 3911

Fax: +27 11 313 3086

Website: www.dbsa.org



5.5.3.3. Industrial Development Corporation (IDC)

The IDC is a self-financing state owned development finance institution whose primary objective is to contribute to the generation of balanced sustainable economic growth in Southern Africa. The aim of the IDC is to secure and stimulate rapid economic growth, create employment opportunities and reduce poverty.

Although the IDC reviews each project separately, funding preferences are given to the following:

- Financing fixed assets and the fixed portion of growth in working capital requirements
- Projects/businesses which have a significant developmental impact e.g. rural development

Contact Details of IDC:

Tel: 0860-693-888

E-mail: callcentre@idc.co.za

Website: www.idc.co.za



- Empowerment, job creation, township development and value addition

Core strategies and objectives include:

- To contribute to the goals of the ASGISA by providing financing that will stimulate job creation, investment activity and economic growth
- To develop economies that are viable, sustainable and environmentally and socially responsible
- To develop Small and Medium Enterprises (SMMs)
- To accelerate BBBEE
- To serve as a catalyst for balanced, sustainable development
- To provide risk capital in partnership with the private sector

5.5.3.4. The Department of Trade and Industry (DTI)

The Department of Trade and Industry (the dti) offers a variety of services to companies planning on investing in South Africa. The dti and its subsidiary agencies are involved in promoting economic development, SMME support, black economic empowerment and promoting and regulating international trade.

The aim of the dti is to lead and facilitate access to sustainable economic activity and employment for all South Africans through its understanding of the economy, its ability to identify economic opportunities and potential, and its anticipation of the future. This will be achieved through attracting higher levels of investment, increased access to local products and services in international markets and creating a competitive market for domestic and foreign businesses.

Contact Details of DTI:

Tel: 0861-843-384

Fax: 0861 843 888

Website: www.thedti.gov.za



the dti
Department:
Trade and Industry
REPUBLIC OF SOUTH AFRICA

The dti is a group of developing bodies that form part of the Council of Trade and Investment Institutions. The group is divided into three main clusters, i.e. development finance, regulatory and specialist services. Some of the major developing bodies included in the dti group are the Industrial Development Corporation and the Khula Enterprise Finance Limited.

5.5.3.5. Trade and Investment South Africa (TISA)

Trade and Investment South Africa (TISA) is a division of *the dti* and provide investment facilitation services for inbound investors. Its aim is to increase South Africa's capability and to promote exports into targeted markets and increase and retain the level of foreign and domestic direct investment.

Tisa focuses on promoting sectors of the South African economy that show the biggest growth potential and marketability, and coordinates provincial initiatives to match investors' requirements with opportunities in the provinces.

Contact Details of TISA:

Tel: 0861-843-384

Website: www.thedti.gov.za



the dti
Department:
Trade and Industry
REPUBLIC OF SOUTH AFRICA

TISA has three business units, namely:

- Investment Promotion and Facilitation. responsible for attracting foreign direct investment, developing and promoting investment by domestic investors, and enhancing government policies and processes that impact on South Africa's appeal to investors.
- Export Development and Promotion. responsible for developing and promoting South African goods and services including specific technical interventions in terms of export advice, matchmaking, and market intelligence. This business unit aims to increase the competitiveness and export capacity of South African companies so that they are able to export into various markets. The assistance provided is in the form of financial or non-financial assistance.
- International co-operation. the International Operations Unit is responsible for the effective management and administration of the Department's Foreign Office network.

5.5.3.6. National Development Agency (NDA)

The National Development Agency (NDA) is a section 3A statutory organisation, which was established by the National Development Agency Act (Act No. 108 of 1998) in November 1998. Since its inception the National Development Agency (NDA) has distributed more than R640 million to various communities located in poor areas in the food security, sustainable livelihoods and community health project sectors. More than 404 773 direct households and 2 031 375 individuals have benefited from these projects.

Contact Details of NDA:

Tel: 011 339 6410

Fax: 011 339 6410

Website: www.nda.org.za

E-mail:

gautengprovince@nda.org.za



The NDA's interventions are aimed at contributing to job creation and participation of poor communities in the mainstream economy by strengthening their capacity and fostering social entrepreneurship. The National Development Agency (NDA) is mandated to grant funds to Civil Society Organisations (CSOs) for the purpose of meeting the developmental needs of poor communities, to strengthen the institutional capacity of CSOs for the long-term sustainability, to proactively source funds for the NDA, to promote consultation, dialogue, and sharing of developmental experiences to debate and influence developmental policy, and to develop strategies to collaborate with local community trusts, foundations and government clusters.

5.5.3.7. Land Bank

Land Bank is an agricultural development finance institution that supports economic growth through the provision of retail, wholesale, project and micro-financial services to agriculture and related rural services. Founded in Pretoria in the 1912, the Land Bank was the precursor to a series of historical events that have not only shaped the quintessence of the country's socio-economic and political history as it is known today, but also how the agricultural sector in particular has evolved over the past 100 years.

Contact Details of Land Bank:

Tel: 012 686 0500

Website: www.landbank.co.za

E-mail: info@landbank.co.za

5.5.3.8. Identity Development Fund (IDF)

IDF Managers is the brainchild of Identity Partners, an investment holding company established and owned by black women. IDF Managers was established on 01 March 2008 to exploit the opportunity of profitably investing in the entrepreneurial SME sector by providing appropriate products and support to the sector.

The vision to create a leading entrepreneurial investment and development entity was also driven by the socio-economic development that can be achieved in the process of supporting and growing a sustainable entrepreneurial SME sector.

IDF Managers aims to be the leading organisation in developing innovative financial products that are integrated with non-financial support, and unlocking value in the entrepreneurial SME sector through the provision of fund management services for Institutional and Corporate Investors. IDF Managers is led by black women professionals who possess skills and expertise in investment banking, socio-economic development and strategic policymaking.

Contact Details of IDF:

Tel: +27 11 772 7900
Fax: +27 11 772 7950
Website: www.idf.co.za
E-mail: info@idf.co.za



IDF Managers is supported by Anglo Zimele, an enterprise development initiative by Anglo American. Anglo Zimele is a 20% shareholder in IDF Managers and is represented on the Board of IDF Managers as well as its Investment Committee.

3.6. Conclusion

This section analysed the impact of various policies and legislature on national, provincial and regional level by means of a policy review. It should be noted that the review undertaken is not a full review, but rather focused on the challenges and implications relating to this report.

Although implications of the reviewed policies are numerous, the impact relating to the LED strategy includes that the plan should:

- be in line with the economic vision for the region
- investigate regional strengths and comparative advantages for each of the economic sectors and clusters
- create an environment that stimulates growth and development
- incorporate local incentives into regional integrated plans for a strengthened economic base
- build on the 2007 LED plan to deliver a renewed LED plan
- focus on an environment that will enable the local population to invest in business opportunities in order to decrease the unemployment rate in the district
- create a stable economic base in the WLM that will create opportunities to attract investors (FDI) to the province
- focus on the identified economic activities that have a competitive advantage in the region

- realising the potential of metal fabrication, capital and transport equipment sectors, particularly rising from large public investments
- ‘green’ and energy-saving industries
- Agro-processing linked to food security and food pricing imperatives
- link the current activities and programmes in the WLM with the surrounding regional and provincial activities and programmes in order to create an economic node in the region
- the identified projects should focus on:
 - rural development
 - job creation
 - the beneficiation of primary products
 - linking with the green economy initiative

The above discussion also shows that there are ample resources that the WLM and its community members can utilise to successfully implement prioritised projects. A large number of agencies are established in the province and country that can assist SMMEs in growing their businesses, starting from financing, business formulation, advisory, skills development, capacity building and training. The present skills gap in the region can also be reduced by making use of SETA’s available in the various sectors.

The WLM must ensure that community members, entrepreneurs and current business owners are aware of agencies that can provide assistance in terms of starting a business, developing skills and gaining knowledge. Therefore, it is vital for the WLM and agencies to reach out to the community to create awareness from where support can be obtained for the future.

The next section will aim to discuss the socio-demographic analysis of the WLM.

4. SOCIO-DEMOGRAPHIC ANALYSIS

4.1. Introduction

The purpose of this section is to obtain an integrated overview of the issues and problems related to the LED strategy based on a scoping analysis and review of the local development situation. The goal of this step is to undertake a development situational evaluation with a view to compile a development perspective and identify trends and opportunities related to the most recent trends and ensure developments are being accounted for. This section will include an overview of the WLM and surrounding area, a social and demographic overview, as well as an assessment of the current levels of access to services within the WLM.

The following socio-demographic indicators are analysed in this chapter:

- population size, growth and composition
- household number and average household size
- poverty and inequality
- tenure status
- education
- access to services

In most cases, available figures from the 2011 Census data are applied throughout the analysis of the socio-demographic aspects of the WLM. . However, where possible, the data is forecasted to 2013 to obtain a better and more recent picture of the current situation of the area.

4.2. Demarcation of the Study Area

The WLM is situated within the West Rand District Municipality, which, in turn, is located within the Gauteng province. This is illustrated by Map 4-1.

The province is bordered by Limpopo to the north, Mpumalanga to the east, Free State to the south and North West to the west. The WLM is one of four local municipalities that operate under the jurisdiction of the West Rand District Municipality, and the WLM is situated on the south-eastern side bordering the City of Johannesburg MM on the west.

The WLM has easy access to two main roads within its boundaries, the N12 connecting Klerksdorp and the East Rand via Johannesburg (east to west), and the R28 connecting Randfontein with Vereeniging and Vanderbijlpark (north to south). These main roads are most often used by transport operations from all sectors and contribute significantly to the economic activity in the region.

Map 4-1: Map of the Westonaria Local Municipality



Source: Wikipedia, 2012

Situated amidst the world's largest gold producing area and only 45km from Johannesburg, the WLM comprises a total land area of 640km². A number of satellite towns are scattered throughout the area, mainly constituting informal settlements, where the largest town within the region would be Westonaria itself. The other satellite towns distributed throughout the area are:

- Hillshaven
- Glenharvie
- Venterspost
- Libanon
- Waterpan
- Bekkersdal
- Simunye

With regard to tourism and businesses, some guest houses and accommodation facilities are established in the area, although tourism activities and attractions are limited due to the relatively small population and the town's close proximity to the CBD of Johannesburg and Mogale City. Although SMME's are limited in the area, the employment in the WLM is mainly provided by the mines that are operational in the West Rand Region. These mines consist of:

- Gold One International Limited
- Harmony Gold Mining Co Ltd
- Goldfields –Leeudoorn, Libanon, Driefontein and South Deep
- Sibanye Gold

Although the LED strategy will be developed for the WLM, the influences and linkages with other neighbouring local municipalities (Merafong City, Mogale City, Randfontein), district municipalities (City of Johannesburg, Sedibeng), provinces (North West, Free State) and countries

will not be excluded. It is important to take note that the WLM is operating in an open economic system, which denotes that the economy will be influenced by the economies in neighbouring geographical areas. It is important to take cognisance of the economic circumstances in the bordering West Rand municipalities as well as neighbouring municipalities and provinces as opportunities might be presented that could benefit the WLM. The WLM economy will also be influenced by global economic trends which should be incorporated as part of the LED plan. The WLM is uniquely located in terms of the accessibility to economic hub of South Africa being Gauteng and the accessibility to the African market.

4.3. Demographic Features

4.3.1. Population

The population of any geographical area is the foundation of the development process, as it affects the economic growth through the provision of labour and entrepreneurial skills, and determines the demand for the production output. Examining population dynamics is essential in gaining an accurate perspective of those who are likely to be affected by any prospective development or project initiative in the area. This sub-section describes the status quo of the population of the study area and the growth in the period 2001 to 2011.

**WLM
Population
(2013) =
114 209**

4.3.1.1. Population size and growth rate

Gauteng's population is slightly over 12 million (Table 4-1) with 6.7% of the provincial population residing in the West Rand District Municipality. The Westonaria Local Municipality is housing the smallest portion of the regional population with 111 768 people, or 0.9% of the provincial population. The Mogale City LM houses the largest portion of the population of the WRDM, where the Merafong City LM, who represented the second largest number of the regional population, has been the only study area who has experienced a decline in its population. From 2001 to 2011, the provincial population has grown 2.9%; where the WRDM population has increased by almost double that of the provincial population with 4.4%. The WLM has seen the least growth of all the study areas with 0.2%. The population figures have also been forecasted for 2013 based on the figures of the 2001 and 2011 Census data. A positive growth is observed for all study areas except the Merafong City LM, who has also experienced a negative growth rate since 2001.

Table 4-1: Population size (2001, 2011) and growth rate (2001 – 2011)

Study area	Population Size			Growth rate (2001-2011)
	2001	2011	2013	
Gauteng	9 178 535	12 272 283	15 366 031	2.9%
West Rand DM	533 674	821 006	1 108 338	4.4%
Mogale City LM	289 835	362 427	435 019	2.3%
Randfontein LM	128 730	149 291	169 852	1.5%

Westonaria LM	109 327	111 768	114 209	0.2%
Merafong City LM	210 481	197 520	184 559	-0.6%

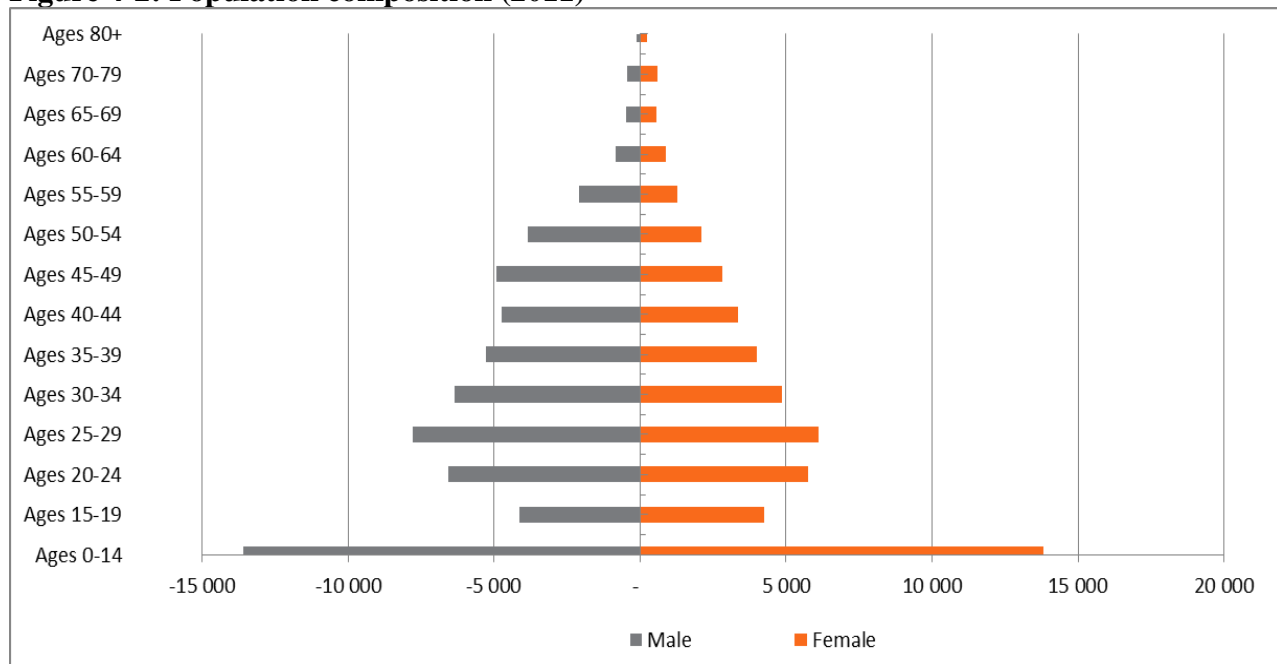
Source: Stats SA Census, 2011

4.3.1.2. Population composition

The population composition of the WLM is fairly equal, according to the latest Census 2011 figures, indicated in Figure 4-2. The WLM is characterised by a relatively larger female population than male population. The total population is divided between 45.3% women and 54.7% male. There is a relatively small group of people under the age of 24, while the middle group (economically active group) of the population has a more even spread. The majority of the population is between the ages of 0 – 14 years, followed by people aged 25 – 29. Very few people over the age of 50 reside in the WLM.

**45.3%
Female,
54.7%
Male**

Figure 4-2: Population composition (2011)



Source: Stats SA Census, 2011

The majority of the population is of income generating age and should therefore potentially influence the economy in the WLM. The smaller elderly group and moderate middle group indicate that the young working group (between the ages of 20 – 35 years) must take care of the large children group (14 years and younger). This will have a positive impact on the economy, as the financial responsibility falls to the household members who can earn an income, and not to the portion of the WLM economy who falls outside of the labour force.

4.3.2. Household Number, Average Size and Growth Rate

Household data enables a more complete interpretation of the results of the socio-demographic analysis. The number of households and the rate at which they grow also provide crucial information for the prediction of future demands, and therefore, potential economic growth. High increases in household numbers combined with the increase in disposable income levels result in greater consumption, which in turn stimulate local production and as a result the economy. In addition, knowledge of the size of the study areas in terms of households is useful for interpretation of the magnitude of the economic impact that could be created by new projects and initiatives in the area.

**WLM
Households
(2013) =
28 687**

Gauteng has just fewer than 4 million households in 2011 and a slightly smaller average household size than in the country (3.6 in 2011). The WLM has only 40 013 households and a bigger average household size (2.8) than in the rest of the province, according to the Census 2011 figures. During the period 2001 to currently, as indicated in Table 4-2, the number of households has grown gradually at 3.1% for the province and 3.8% for the WRDM. The household growth rate for the WLM, however, has been declining by -2.5%. Compared to the other LM's in the region, the WLM is the only LM that experienced negative household growth. Overall, the household sizes in the LM's in the WRDM have grown at slower paces than in the region and in the province.

Table 4-2: Household number, household size and growth rate (2001 – 2013)

Study area	HH number			Average Size	Growth rate (2001-2011)
	2001	2011	2013		
Gauteng	2 889 541	3 909 015	4 928 489	3.1	3.1%
West Rand DM	183 664	267 398	351 132	3.2	3.8%
Mogale City LM	89 667	117 373	145 079	2.9	2.7%
Randfontein LM	40 454	43 297	46 140	3.7	0.7%
Westonaria LM	51 519	40 103	28 687	3.5	-2.5%
Merafong City LM	56 336	66 625	76 914	2.2	1.7%

Source: Stats SA Census, 2011

When compared with population growth rates, it could be noted that the household growth rate in Gauteng was slightly higher than the population growth rate. In the WRDM and the WLM, household growth rates were, however, slightly lower than the population growth rate, which means that the average household size in these areas have been increasing. The main factors that affect the household growth include, besides the population increase, the change in age structure and incidence rate, or the likelihood of people at a certain age to start a new household. The noteworthy difference between a household growth rate and a population growth rate, though, is usually attributed to a change in age structure for the study area.

4.3.3. Household Income

Income distribution is one of the most important indicators of social welfare, as income is the primary means by which people are able to satisfy their basic needs such as food, clothing, shelter, health, services, etc. Changes in income cause changes in the standard of living. More specifically: a positive change in income can assist individuals, households, communities and countries to improve living standards and quality of life.

There is a direct linkage between household expenditure and economic growth. Increase in household expenditure means a greater demand for goods and services, which means an increase in production and positive change in the size of an economy. Knowledge of the volume of the disposable income and the expenditure patterns of households, therefore, can provide vital intelligence with respect to the sectors that are most dependent on the household income and therefore would be the most affected in the case of change in household income.

Largest % of households in WLM earns no income

Table 4-3 below compares income distribution of households in the study areas, as captured in the 2001 and 2011 Census data, with the forecasted 2013 figures that is based on the 2001 and 2011 Census data provided by Stats SA.

Table 4-3: Percentage of households and their respective income categories (2001 and 2011)

Income Category	Number of Households per Study Area					
	Gauteng		West Rand DM		Westonaria LM	
	2001	2011	2001	2011	2001	2011
No income	19.4%	16.5%	17.4%	15.7%	20.7%	20.6%
R1-R4800	4.6%	3.4%	5.4%	4.0%	4.4%	6.0%
R4801-R9600	11.7%	4.8%	13.0%	5.9%	10.1%	7.8%
R9601-R19200	17.1%	11.4%	21.7%	13.1%	27.1%	11.4%
R19201-R38400	15.9%	16.6%	19.7%	17.2%	25.9%	16.4%
R38401-R76800	11.4%	14.4%	9.9%	18.3%	6.1%	20.2%
R76801-R153600	8.9%	10.9%	7.0%	10.6%	3.4%	9.0%
R153601-R307200	6.5%	9.4%	3.9%	8.0%	1.5%	5.4%
R307201-R614400	2.9%	7.3%	1.2%	4.7%	0.4%	2.4%
R614401-R1228800	0.8%	3.6%	0.3%	1.6%	0.1%	0.5%
R1228801-R2457600	0.4%	1.1%	0.2%	0.4%	0.2%	0.1%
R2457601 or more	0.3%	0.6%	0.1%	0.3%	0.1%	0.2%
Response not given	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%

Source: Stats SA Census, 2011

Based on the above figures, it can be concluded that the income distribution for the WLM correlates to the income distribution of the district and the province. Approximately 45.8% of households

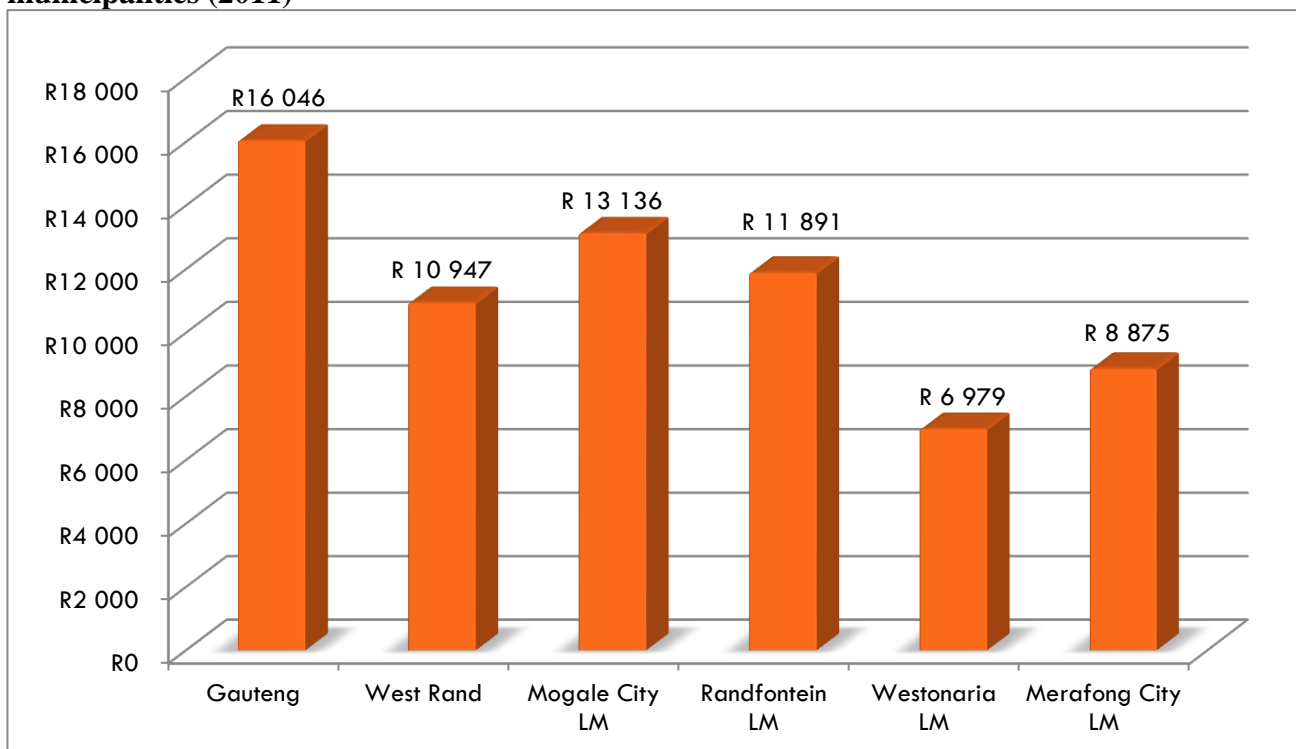
within the WLM earn less than R 19 200 per year, where 38.8% of households within the WRDM and 36.2% of households within Gauteng also earn less than R19 200 per year. In all of the study areas, the largest percentage of households either does not earn an income, or earn between R 19 201 and R 76 800 per year. This is indicative of a significantly uneven distribution of income.

When comparing the figures of the 2001 and 2011 Census data, it should be noted that the percentage of households who falls into the “no income category” have remained basically unchanged. An increased number of households have indicated a higher income within the WLM. For the WRDM and the province, the number of households that does not receive an income has decreased by 1.7% and 2.9%, respectively.

In addition to the categorisation of household income and the spread of households within these categories outlaid above, it is also important to take the weighted annual average income of households into consideration. The weighted annual average income per household within the WLM is compared to those of Gauteng, the WRDM and the other three LM’s within the region to form a better picture of the poverty and inequality of the population within these areas. The analysis was based on current 2011 prices, as provided by Stats SA.

**WLM weighted
annual avg.
household
income
= R 6 979**

Figure 4-3: Weighted annual average income of households of the local municipalities (2011)



Source: Stats SA Census, 2011

Figure 4-3 provides an illustration of the weighted annual average household income of all the study areas. The province has the highest weighted average income per household of R16,046 followed by the Mogale City LM (R13,136) and the Randfontein LM (R11,891). The municipality with the lowest weighted average income is the Westonaria LM, where the weighted annual average income per household is less than R7,000. The average annual income for a household in the WLM amounts to less than half of a household in Gauteng and slightly over half of the counterparts in the WRDM. The higher income levels in Gauteng could be ascribed to the number of employment opportunities and higher paying salaries in the province due to the metropolitan areas.

**75% of WLM
population have
not passed
Grade 12**

4.3.4. Education

The highest level of education completed by persons over the age of 20 years in the study areas are indicated by Table 4-4. The number of people that did not obtain any schooling in Gauteng has decreased, similar to what can be observed for both the WRDM and the WLM. The number of people that obtained higher education has increased by 1.4% for Gauteng, 0.8% for the WRDM and 0.5% for the WLM. It should be noted that, although the number of people with no education has decreased, approximately 75% of the population of the WLM has not completed any education higher than some secondary level according to the Census 2011 figures.

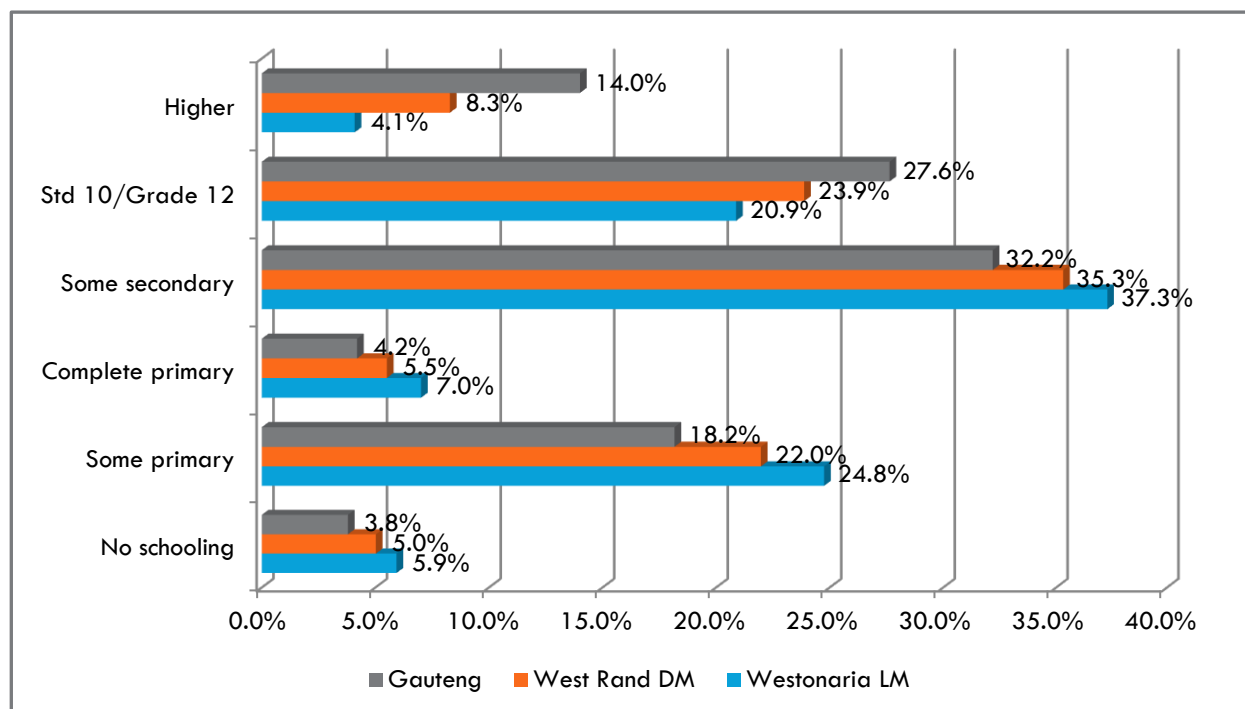
Table 4-4: Highest level of education completed by population over 20 years of age (2011)

Highest Education Level	Gauteng		West Rand DM		Westonaria LM	
	2001	2011	2001	2011	2001	2011
No schooling	8.6%	3.8%	10.5%	5.0%	13.8%	5.9%
Some primary	11.3%	18.2%	16.0%	22.0%	23.5%	24.8%
Complete primary	5.5%	4.2%	7.0%	5.5%	9.4%	7.0%
Some secondary	34.1%	32.2%	35.9%	35.3%	34.8%	37.3%
Std 10/Grade 12	28.0%	27.6%	23.0%	23.9%	15.0%	20.9%
Higher	12.6%	14.0%	7.5%	8.3%	3.6%	4.1%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Stats SA Census, 2011

The comparison between the figures for the highest level of education obtained for the province, the region and the primary study area are illustrated in Figure 4-4 below. It can be observed that although the WLM has a significantly lower number of individuals with Grade 12 or higher level of education, the WLM has a greater number of individuals than the other study areas who have obtained primary levels of education.

Figure 4-4: Highest level of education obtained (2001, 2011)



Source: Stats SA Census, 2011

To analyse the current situation regarding education in the WLM in more detail, the comparison between the highest levels of education obtained within the LM's in the region are presented in Table 4-5 below.

Table 4-5: Highest level of education obtained by local municipalities (2011)

Highest education level	Mogale City LM	Randfontein LM	Westonaria LM	Merafong City LM
No schooling	4.6%	3.9%	5.9%	6.1%
Some primary	20.0%	21.5%	24.8%	24.5%
Complete primary	4.8%	4.9%	7.0%	6.5%
Some secondary	33.7%	35.8%	37.3%	36.9%
Std 10/Grade 12	26.0%	25.1%	20.9%	20.6%
Higher	10.9%	8.8%	4.1%	5.4%
TOTAL	100.0%	100.0%	100.0%	100.0%

Source: Stats SA Census, 2011

Table 4-5 underlines the difference between the education levels of the province and the local municipalities within the WRDM. Approximately 86% of the Gauteng population has completed Grade 12, where only 20.6% of the population in the WLM has completed Grade 12. This percentage for the WLM is the lowest of all the LM's within the WRDM. However, the majority of the people have only obtained some secondary level of education which is likely to impact negatively on their ability to find employment.

4.3.5. Tenure

Table 4-6 provides information on the types of dwellings in which households are living in the study areas. It indicates that in 2001, a mere 25% of households in the primary study area were living in formal dwellings, and in 2011 the figure has more than doubled as 58.5% of households in the WLM have access to formal dwellings at this stage of time. The same trend can be observed for the WRDM and the province as well, as both have seen an increase in households' access to formal dwellings. This suggests that although the WLM have seen an increase in access to formal dwellings, the need is still significant, given that 39.6% of households only have access to informal dwellings, an increase compared to the 33.2% observed in 2001. For Gauteng and the WRDM, however, the number of households residing in informal dwellings has decreased.

**58.5% of WLM
households live
in formal
dwellings**

Table 4-6: Dwelling types (2001, 2011)

Item	Gauteng		West Rand DM		Westonaria LM	
	2001	2011	2001	2011	2001	2011
Formal Dwelling	70.4%	79.0%	54.2%	71.7%	25.0%	58.5%
Informal Dwelling	24.3%	20.2%	28.2%	26.7%	33.2%	39.6%
Other	5.3%	0.8%	17.6%	1.6%	41.8%	1.9%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Stats SA Census, 2011

A comparison of the tenure status between the four local municipalities within the WRDM is presented in Table 4-7. The dwelling types of households for the local municipalities within the WRDM are also indicated.

Table 4-7: Dwelling types of the Local Municipalities (2011)

Item	Mogale City LM	Randfontein LM	Westonaria LM	Merafong City LM
Formal Dwelling	72.7%	79.0%	58.5%	73.0%
Informal Dwelling	26.5%	20.6%	39.6%	23.3%
Other	0.7%	0.4%	1.9%	3.7%
TOTAL	100.0%	100.0%	100.0%	100.0%

Source: Stats SA Census, 2011

The WLM has the lowest percentage of households that have access to a formal dwelling with less than 60%, where almost 80% of the households residing in the Randfontein LM have access to formal dwellings. The high percentage of households that does not have access to formal dwellings could possibly be ascribed to the fact that the Westonaria LM consists mainly of satellite towns scattered throughout the area. These satellite towns are also mainly informal settlements.

4.4. Access to Services

Access to basic service delivery and shelter are indicators that assist in understanding the standard of living of the households residing in the study areas. Knowledge of the extent to which households in the area have access to water, sanitation, and electricity assists in understanding of the communities' plight and their needs. At the same time, knowledge of the types of dwellings that households reside in is valuable in developing a complete profile of the circumstances in which communities are living. All of the above creates a baseline against which the WLM can assess the current standard of living in the area and find ways of improving these conditions.

4.4.1. Energy for Lighting

Table 4-8 provides 2001 and 2011 information regarding the access of households to electricity, using the energy for a lighting indicator as a proxy. The information presented in this table suggests that the primary study area's households have the poorest access to electricity compared to the WRDM and Gauteng, given that just over two thirds of the households in the WLM have access to electricity.

**64.3% of WLM
households
have access to
electricity**

Table 4-8: Energy for lighting (2001, 2011)

Item	Gauteng		West Rand DM		Westonaria LM	
	2001	2011	2001	2011	2001	2011
Electricity	80.5%	87.4%	74.8%	81.7%	66.4%	64.3%
Gas / paraffin / candles	19.2%	12.1%	24.9%	17.8%	33.4%	35.2%
Other	0.3%	0.5%	0.3%	0.5%	0.2%	0.6%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Stats SA Census, 2011

The following table, Table 4-9, highlights the differences between the energy used for lighting by households in the WRDM's local municipalities.

Table 4-9: Energy for lighting for the local municipalities (2011)

Item	Mogale City LM	Randfontein LM	Westonaria LM	Merafong City LM
Electricity	85.9%	84.5%	64.3%	82.8%
Gas / paraffin / candles	13.6%	15.1%	35.2%	16.6%
Other	0.5%	0.4%	0.6%	0.5%
TOTAL	100.0%	100.0%	100.0%	100.0%

Source: Stats SA Census, 2011

Although households in the WLM indicated to have the least access to electricity of all the local municipalities within the region, it is highly possibly due to low access to formal dwellings. Just over two thirds of households within the WLM do not have access to electricity and have to rely on

other sources of energy for lighting, such as gas and candles. The other LM's in the region are positively correlated to the province and the WRDM.

4.4.2. Access to Water

Table 4-10 shows households' access to water for 2001 and 2011. The situation in this case is somewhat different than in the case of dwellings and electricity above, as all of the study areas have seen a decrease in access to water from a regional/ local water scheme in the period from 2001-2011. The number of households making use of a borehole/spring has increased by 1.8% for Gauteng, 5.9% for the WRDM and 1.3% for the WLM from 2001 to 2011. This could be provided as the reason for the decline in the number of households making use of a regional/ local water scheme. In contrast to other informal settlements in South Africa, the WLM has an insignificant number of households that have to rely on unreliable sources of water, such as dams, pools, rivers, etc.

**94.7% of WLM
households
have access to a
water scheme**

Table 4-10: Access to water (2001, 2011)

Item	Gauteng		West Rand DM		Westonaria LM	
	2001	2011	2001	2011	2001	2011
Regional / Local Water Scheme	97.2%	93.9%	97.7%	89.1%	97.3%	94.7%
Borehole / Spring	0.4%	2.2%	0.8%	6.7%	0.5%	1.8%
Rain Water Tank / Dam / Pool / Stagnant Water	0.2%	0.3%	0.2%	0.5%	0.1%	0.4%
River / Stream	0.1%	0.0%	0.2%	0.1%	0.0%	0.1%
Other Water Access Points	2.1%	3.6%	1.1%	3.7%	2.0%	3.1%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Stats SA Census, 2011

The four LM's within the WRDM are analysed and compared according to the households' access to water, which is presented in Table 4-11 below .

Table 4-11: Access to water for local municipalities (2011)

Item	Mogale City LM	Randfontein LM	Westonaria LM	Merafong City LM
Regional / Local Water Scheme	86.4%	85.0%	94.7%	93.1%
Borehole / Spring	8.8%	12.3%	1.8%	2.2%
Rain Water Tank / Dam / Pool / Stagnant Water	0.6%	0.2%	0.4%	0.5%
River / Stream	0.1%	0.0%	0.1%	0.0%
Other Water Access Points	4.1%	2.4%	3.1%	4.2%
TOTAL	100.0%	100.0%	100.0%	100.0%

Source: Stats SA Census, 2011

Of all the LM's within the region, the WLM has the highest percentage (94.7%) of households that have access to a regional or local water scheme. Following the WLM the Merafong City LM has a slightly lower percentage at 93.1%. The number of households that have access to a water scheme in the WLM is higher than that of Gauteng and the WRDM, indicating that they are better off than the province and the region.

4.4.3. Access to Sanitation

Table 4-12 provides information regarding household's access to sanitation for 2001 and 2011. It indicates that in 2011, about 63.4% of households in the primary study area had access to a toilet. This is significantly lower than the percentage observed for the WRDM (82.3%) and Gauteng (86.5%) in the same year. Approximately a third of households in the primary study area in 2011 did not have access to toilets, which is more than double the figure of the WRDM and the province in the same year. Although the number of households that have access to toilets increased from 2001 to 2011 in Gauteng and in the district, the percentage of households in the WLM decreased by 3.4% over the same period.

**63.4% of WLM
households
have access to
toilet facilities**

Table 4-12: Access to sanitation (2001, 2011)

Item	Gauteng		West Rand DM		Westonaria LM	
	2001	2011	2001	2011	2001	2011
Toilet	81.7%	86.5%	76.2%	82.3%	66.8%	63.4%
Bucket	14.7%	11.6%	19.7%	15.1%	29.3%	32.7%
None	3.6%	1.9%	4.1%	2.6%	3.9%	3.9%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Stats SA Census, 2011

A comparison of the tenure status between the four local municipalities within the WRDM is presented in Table 4-7 that follows.

Table 4-13: Access to sanitation for the local municipalities (2011)

Item	Mogale City LM	Randfontein LM	Westonaria LM	Merafong City LM
Toilet	86.9%	85.1%	63.4%	83.7%
Bucket	10.3%	13.3%	32.7%	14.3%
None	2.8%	1.5%	3.9%	2.0%
TOTAL	100.0%	100.0%	100.0%	100.0%

Source: Stats SA Census, 2011

The percentage of households within the WLM that have access to sanitation in the form of a toilet is significantly lower than the percentages of the other three LM's in the region. Where only 63.4% of households in the WLM have access to toilet facilities, the Mogale City LM has the highest percentage of households that have access to such facilities with 86.9%, followed by the Randfontein LM (85.1%) and the Merafong LM (83.7%).

4.5. Conclusion

The Westonaria LM, which is the primary study area, comprises of 111 768 people and 40 103 households (according to the Census 2011 data), thus representing 0.9% of the provincial population. The WLM is the smallest of the four local municipalities in terms of population, while the Merafong City LM has experienced negative population growth. Over the last decade, the size of the WLM from the population perspective has been growing at a very slow rate of 0.2%, compared to the 4.4% and 2.9% growth rates of the district and province, respectively. The forecasted figures for 2013 indicate that the WLM has continued to grow at a slower pace than the province and the WRDM.

The income trends observed for households in the WLM is very similar to other household income trends in the WRDM and Gauteng, where the biggest proportions of households either does not earn an income at all, or earns between R 19 201 and R 76 800 per year. The number of households that does not earn an income has seen very little change in the past decade, where the numbers have decreased slightly. Compared to the other LM's in the region, households in the WLM earn a significantly lower annual average income, which is also less than half of the annual average income of a household in Gauteng.

Although the number of people within the WLM who did not obtain any form of education declined by more than half since 2001, the majority of the population has indicated that they do not have any education higher than some secondary level, as is the case in the district as well. The WLM has the least number of individuals who have obtained a higher level of education above Grade 12.

The situation with housing and service delivery in the area varies. While the number of households that have access to formal dwellings have more than doubled since 2001, more than 40% of the population continues to live in informal settlements, compared to the 28.3% and 21% of the WRDM and Gauteng who only have access to informal settlements. With respect to electricity and sanitation, the area shows a typical rural and per-urban profile with a significant portion of households not having access to electricity within their dwellings and using pit toilets. Apart from their access to water, households in the WLM are worse off than its regional counterparts.

4.6. Implications for Local Economic Development

The key **implications** of the above socio-demographic analysis can be described as follows:

Given all of the above, it can be concluded that the WLM is in need for investment to stimulate its economy and create new jobs, either created by the private sector or municipal initiatives. Ideally, such investment projects and programmes should focus on diversification of local economic activities to reduce the dependency on the mining sector and create new value chains within the local economy. Any new developments, projects and initiatives in the municipality should also take into account the local housing and service delivery situation and, if possible, put interventions in place that would assist in improving access to formal dwellings as well as access to basic services.

5. ECONOMIC ANALYSIS

5.1. Introduction

In order for an economic analysis to be interpreted, a sound understanding of the size of the economy and its past dynamics is required. A number of indicators exists that can describe the economy of a region or an area. The most common variables that are used for the analysis include production and Gross Domestic Product per Region (GDP-R). The former represents the total value of sales of goods and services, or the turnover of all economic agents in a region; whilst the latter, using the output approach, means the sum of value added created by all residents within a certain period of time, which is usually one year. The trend at which the GDP-R has been changing in the past is also referred to as economic growth indicator. It is a measure of both the performance of an area and the well-being of the citizens of an area. Faster economic growth than population growth is taken as an indicator of a healthy economy and an improvement in citizens' well-being.

5.2. Production Structure and Growth Performance

The first economic factors to analyse are the production structure and growth performance of the WLM's local economy.

Table 5-1 provides an indication of the current production and GDP-R values in the study areas. It shows that business sales in Gauteng amounted to R2 114.4 billion in 2011, which equated to slightly over R907 billion of value added. The West Rand DM accounted for 4.7% of the provincial GDP-R in 2011, whilst the primary study area contributed less than 1% to the provincial economy.

Table 5-1: Production and GDP-R figures (2011, 2013)

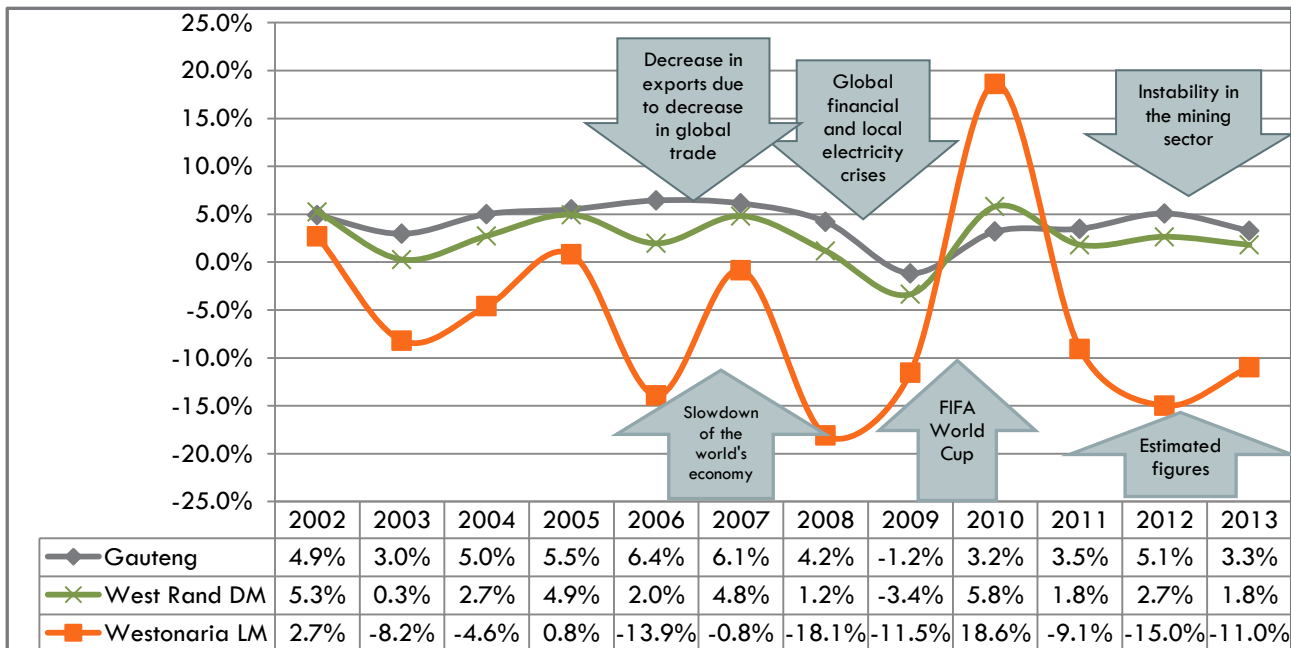
Study area	Production (R'ml)		GDP-R (R'ml)	
	Current prices	Growth rate (2001-2013)	Current prices	Growth rate (2001-2013)
Gauteng	2 320 499	5.3%	989 789	4.9%
West Rand DM	103 120	3.7%	45 433	3.0%
Westonaria LM	15 351	-5.8%	8 208	-7.5%

Source: Stats SA Census, 2011

Before 2002, the primary study area's economy was growing at a positive, but slower rate than the other study areas (Figure 5-1). After 2003, however, its growth continued to be lower than in the district and Gauteng, where the lowest growth rate was reached in the period 2007 - 2008 with -18.1%. The WLM also displayed the highest growth rate over the period from 2001 to 2011 with a growth rate of 18.6% in 2010, positively attributed to the FIFA World Cup. Importantly, however, up until 2009 the average economic growth rate in the district and the province has been gradually declining, and started increasing again after 2009.

**WLM had a
-5.8% production
growth rate from
2001-2013**

Figure 5-1: GDP-R historical trends (2001-2011)



Source: Stats SA Census, 2011

As illustrated in Figure 5-1, South Africa's economy has been very sensitive to the changes on global and regional grounds. The major global financial and local electricity crises in 2008 all had an influence on the dynamics of the national economy one way or another. Fluctuations in the global and regional economies, as well as the spin-off effects of these trends experienced in the country, also affected the growth prospects of provincial and local municipality's economies. It appears, though, that the WLM's economy was less resilient to the changes in the European markets in 2003 and the crises of 2008 than provincial and national economies.

**WLM economy
had an 18.6%
growth in 2010
and -9.1%
growth in 2011**

The GDP growth curves of the province and the WRDM shows a strong positive correlation for the period from 2001 to 2013. In contrast, the GDP growth curve for the WRDM shows significant differences over the same period. On average, Gauteng's GDP has grown by 4.1% where the WRDM's GDP has grown by 2.5%. Over the same 2001 – 2013 period, the WLM's economy have grown negatively by -5.8%. The domestic electricity and global financial crises had a negative impact on the provincial and regional economies in 2009, supported by the fact that both the economies of Gauteng and the WRDM contracted in 2009, although the economy of the WLM showed a decline in negative growth from -18.1% in 2008 to -11.5% in 2009. This could be explained by the fact that a significant portion of the WLM economy comprises of the mining, community and trade industry, and possibly due to the strong gold price over this period.

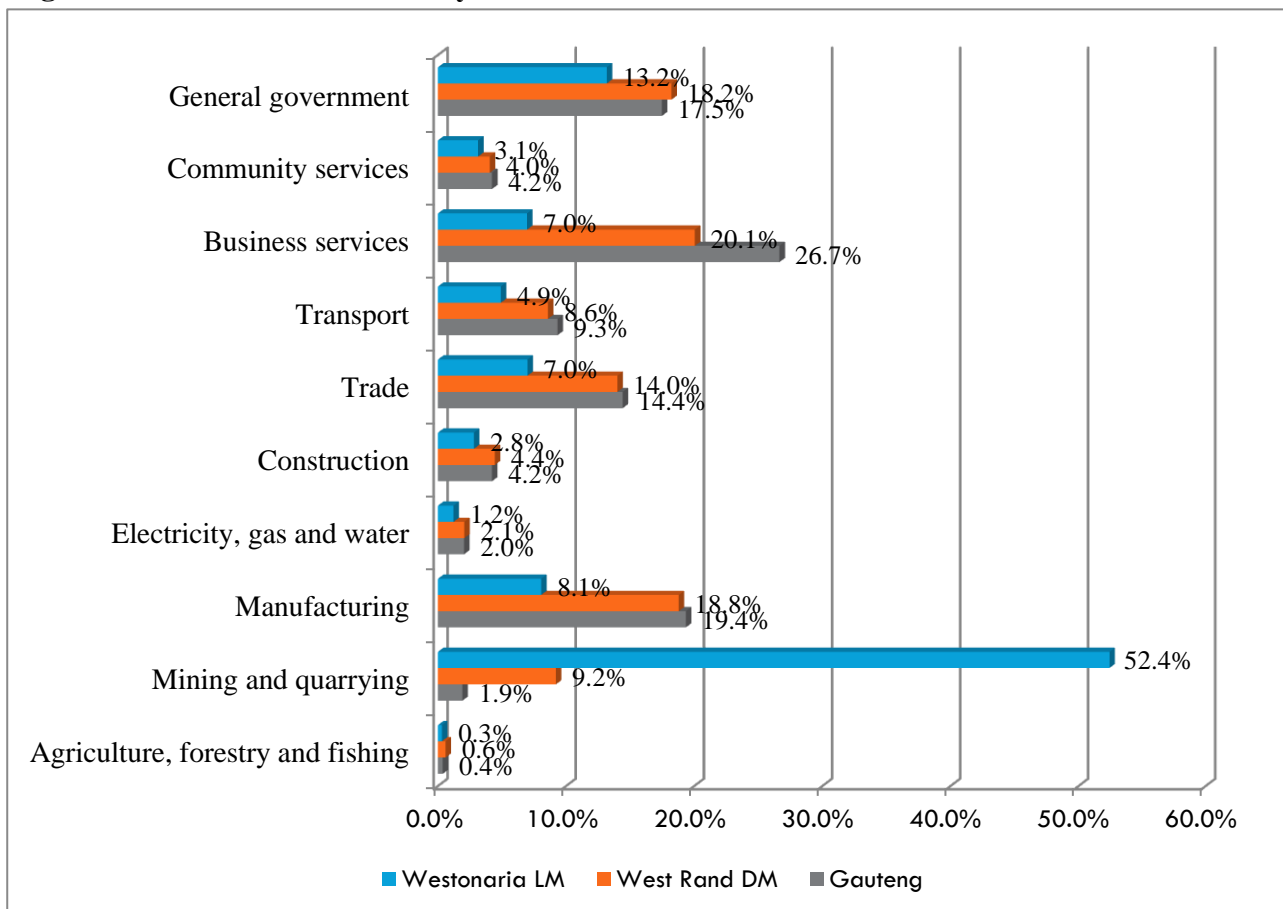
In addition, the peak of the aftermath of the global financial crisis reached South Africa in 2009. This coupled with high interest rates and stricter credit policy and had a significant negative impact on the domestic demand. As a result, almost all industries in the WRDM and Gauteng experienced

some level of contraction or stagnation which ultimately reduced the demand for their outputs and had a negative impact on their growth. Sectors that continued growing during this period included construction, community and government services, largely due to the investment and activity taking place in preparation for the 2010 FIFA World Cup. For the estimated GDP growth figures of 2012 and 2013, the province and the WRDM's growth is declining, where the growth of the WLM is increasing, although it remains negative.

5.3. Economic Sectors

The structure of the economy and the composition of its employment (see Section 5.4) provide valuable insight into the dependency of an area on specific sectors and its sensitivity to fluctuations of global and regional markets. Knowledge of the structure and the size of each sector are also important for the interpretation of the economic analysis, as it allows the assessment of the extent to which any new developments, projects or initiatives are likely to change the economy, its structure and trends of specific sectors. Figure 5-2 provides structures of study areas' economies for 2011.

Figure 5-2: Structure of the study areas' economies in 2011



Source: Stats SA Census, 2011

As indicated in the table above, Gauteng's economy is a service economy, as the biggest share of its GDP-R is created by tertiary sectors, in particular the finance and trade sector and the government

services sector. The primary sector that includes agriculture and mining contributes the smallest amount to the provincial economy, although they are strategically important for ensuring food security in the province and uninterrupted business operations. The performance of the secondary sector is mainly driven by manufacturing.

The structure of the West Rand DM's economy is somewhat similar to the composition of the national economy with the tertiary sector accounting for just over 60% of its GDP-R and the

**Mining is the
main sector
driving the
WLM's economy**

primary sector playing a prominent role in the economy with more than 25% of its GDP-R. The comparison of the structure of the WRDM's economy in basic and nominal terms suggests that price effects have a significant impact on the structure of the economy. This is largely due to the fact that it contains a prominent tertiary sector, in particular the mining industry, as it is the price of commodities produced by the primary industry that can have a notable effect on the structure of any

economy.

The structure of Westonaria LM economy is completely different to that of the district, as well as the province. It is clear that it is more dependent on the primary sector than any of the above-mentioned economies. Its tertiary sector however is significantly lower than the tertiary sector in the district and province, whilst its primary sector is considerably larger than the primary sector in the district or province. The largest sector in the WLM is mining and quarrying, followed by the general government sector, trade and finance.

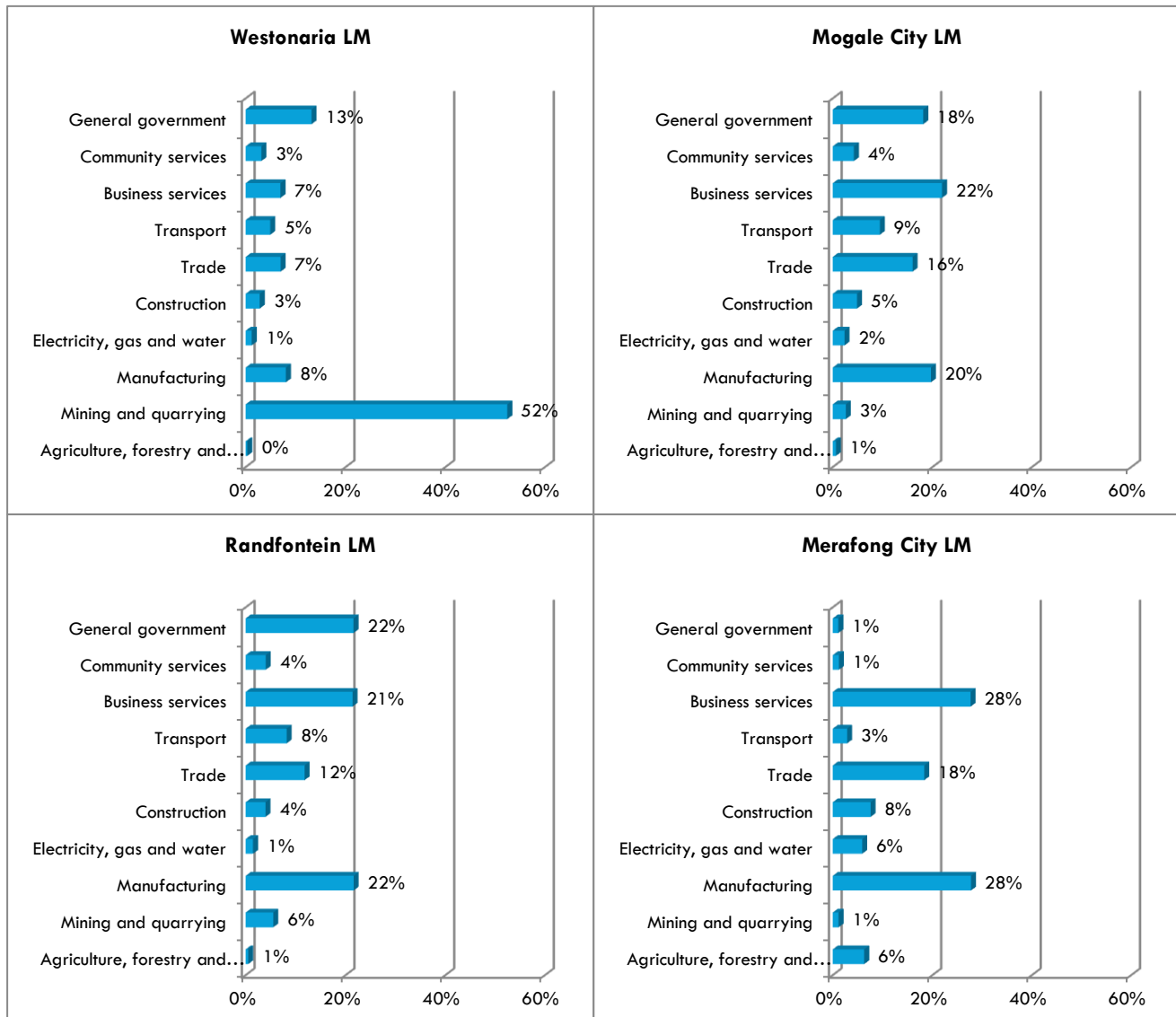
The following figure, Figure 5-3, present the 2011 GVA percentage contribution of the economic sectors in each local municipality for the LM's within the WRDM. The GVA is measured in constant (2005) prices, and the following is highlighted from the analysis:

- the **Westonaria LM** is mainly driven by its mining sector, which contributes 52% of the local economy's GVA. The tertiary sector also contributes to some extent, however limited, with a total of 35% across all tertiary sub-sectors
- the **Mogale City LM** presents a diversified economy, with the GVA contributors spread across the secondary and tertiary sectors. Although the primary sector does not make a significant contribution, business services and manufacturing plays a prominent role, each contributing 22% and 20%, respectively
- the economy of the **Randfontein LM** is a little less diversified, where the main contributors are the manufacturing (22%) and the general government (22%) sectors. They are followed by business services who contributed approximately one fifth of the local GVA in this period. Approximately two thirds of the Randfontein LM's GVA are generated by the tertiary sector
- the two main contributors to the economy of **Merafong City LM** are the business services (28%), and manufacturing (28%) sectors. In comparison, the primary sector of the Merafong City LM contributes more than the primary sectors of the

**The WLM's
economy is
driven by the
primary sector,
where other
LM's in the
region are
driven by the
tertiary sector**

other three LM's, however; it does not make a significant contribution to the Merafong City's local municipality (6%) itself. It can be illustrated that the tertiary sector is the main driver of the local economy of this LM, as it contributes over 50% of the GVA.

Figure 5-3: GVA Percentage contribution of the local municipalities in the WRDM (2011)



Source: Stats SA Census, 2011

It is also evident from Figure 5-3 that the WLM is the only one of the four local municipalities which is driven mainly by the mining sector, where the other three are driven by tertiary sectors in different quantities. The manufacturing and agriculture sectors are less prominent in the WLM, and the WLM is also less diversified compared to the other LM's within the WRDM in 2011.

5.4. Sectoral Employment

Employment is the principal means by which individuals who are of working age may earn an income that will enable them to provide for their basic needs. As such, employment and unemployment rates are important indicators of socio-economic well-being. The following paragraphs examine the study area's labour market from a number of angles, including the employment rate and sectoral employment patterns.

The composition of the labour force in the primary study area, Gauteng, and the country is detailed in Table 5-2. It describes the labour force from the official definition perspective, where the unemployed people:

- did not work during the seven days prior the interview
- want to work and are available to start work within a week of the interview
- have taken active steps to look for work or to start some form of self-employment in the four weeks prior to the interview

Table 5-2: Labour force statistics (2011)

Indicators	Gauteng	West Rand DM	Westonaria LM
Working Age Population	7 724 923	404 613	77 241
▶ Non-Economically Active	▶ 2 601 447	▶ 145 101	▶ 32 629
▶ Labour Force	▶ 5 123 478	▶ 259 512	▶ 44 611
▶▶ Employed	▶▶ 3 633 167	▶▶ 182 539	▶▶ 24 902
▶▶ Unemployed	▶▶ 1 490 311	▶▶ 76 973	▶▶ 19 709
Unemployment Rate	29.1%	29.7%	44.2%
Labour Force Participation Rate	66.3%	64.1%	57.8%

Source: Stats SA Census, 2011

In 2011, Gauteng had approximately 7.7 million people within the working age population. Of these, a little over 2.6 million people were non-economically active and 5.1 million formed part of the labour force. This means that the labour force participation rate in the province is 66.3%. The number of employed people in Gauteng amounted to just above 3.6 million people, leaving just under 1.5 million people or 29.1% of the labour force unemployed. The number of unemployed people has increased gradually from 21.9% in 2007 by 7.2% to the 29.1% as mentioned above, which is due to the unfavourable economic conditions experienced during this period.

The West Rand DM accounted for 5.2% of the national working age population, or 404 613 people. In 2011, just over 64% of the regional working age population participated in the economy or were economically active. The economically active people encompassed the regional labour force, which was divided into 182 539 employed and 76 973 unemployed people, indicating a 29.7% unemployment rate in the district.

In the primary study area, the working age population comprised of 77 241 people. The WLM has 57.8% of the working age population participating in the local economy, indicating a poorer situation than in the district and the province. In 2011, there was 24 902 unemployed people in the

**In 2011, WLM's
unemployment
rate = 44.2% and
labour force
participation rate
= 57.8%**

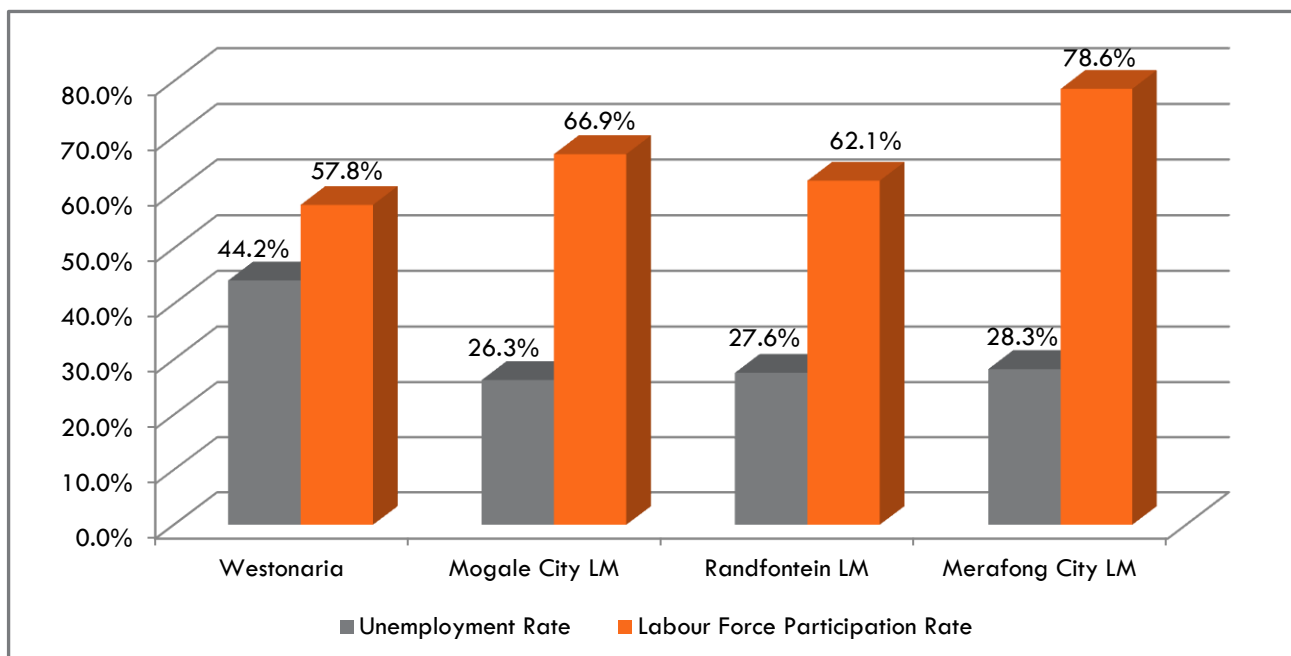
primary study area, which means that in light of the labour force figure the unemployment rate in the municipality was 44.2%. This figure is significantly higher than in the WRDM and the province. The lower labour force participation rate, however meant that a significantly higher percentage of people in the WLM than in the district were not looking for jobs and were not participating in economic activities. If the portion of these non-economically active people who were discouraged job seekers were included in the labour force, the unemployment rate would have been much higher, and thus impacting

these statistics detrimentally.

The following figure provides an analysis of the labour force participation rate and the unemployment rate in the four local municipalities within the WRDM.

Figure 5-4 illustrates that the labour force participation rate is relatively high in the Merafong City, Randfontein and the Mogale City LM's. This indicates that the number of people in the non-economically active workforce is relatively small. The opposite is reflected in the WLM where the labour force participation rate is relatively low.

Figure 5-4: Employment profile of the four local municipalities (2011)

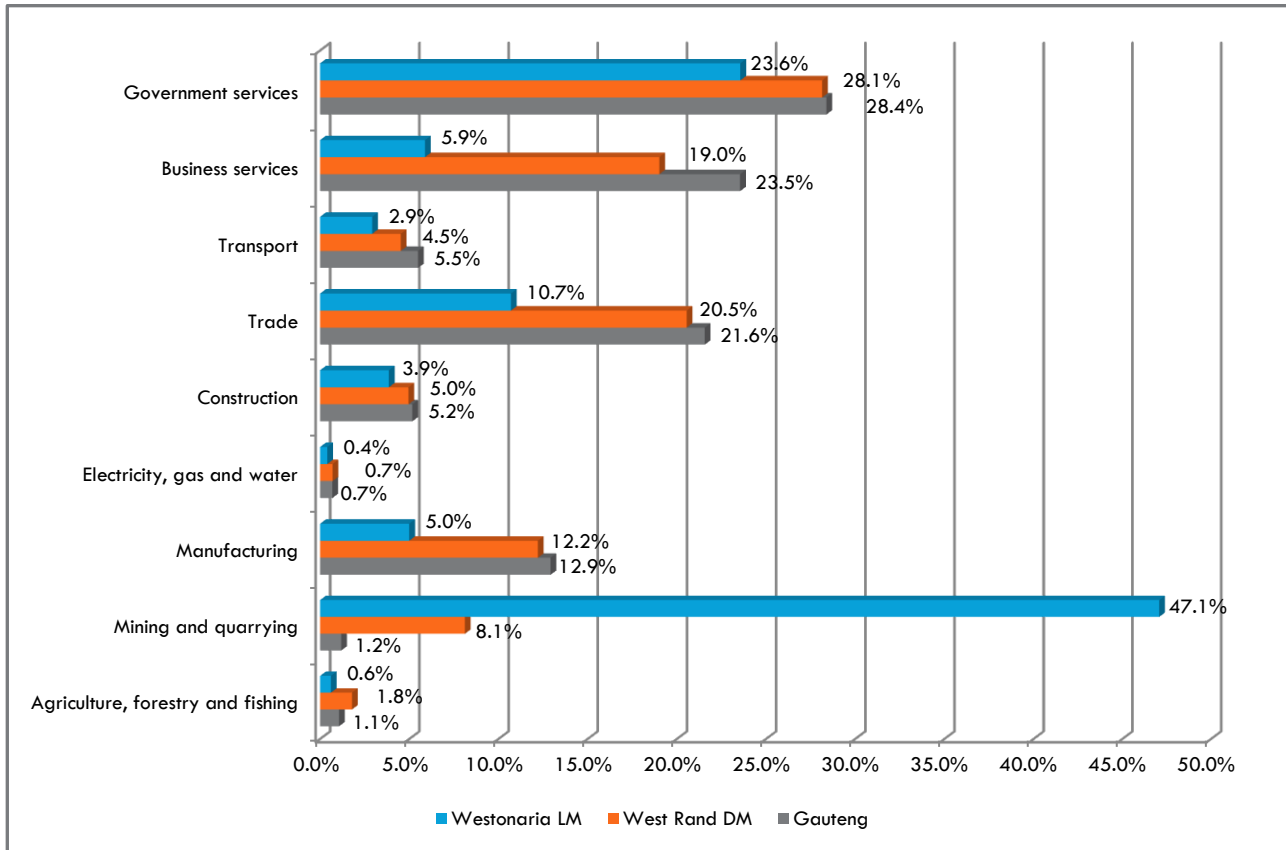


Source: Stats SA Census, 2011

In addition, the unemployment rate for the workforce in the WLM is almost twice the unemployment rate of the other three LM's, whose unemployment rate correlate positively to the unemployment rate of the region and Gauteng. The employment structure of the WLM is presented in Figure 5-5 that follows. The employment rate, as provided within the primary, secondary and

tertiary sectors of the WLM's local economy, is compared to the sectoral employment structure of the WRDM and the province.

Figure 5-5: Employment structure of the WLM (2011)



Source: Stats SA Census, 2011

The following can be summarised from above:

- more than three quarters of people employed in Gauteng work in the tertiary sector, in particular the community and government services sector and the finance and business services sector. Agriculture, which accounted for 0.4% of the provincial GDP-R in 2011, on the other hand, provided 1.1% of all employment opportunities; whilst the contribution of the mining industry towards employment in the province was smaller than its contribution towards GDP-R. Nevertheless, both of the sectors are labour-intensive and create a notable number of employment opportunities in the province, particularly in rural areas
- employment structure in the WRDM is dominated by the number of people who is working in the tertiary sector, specifically in the community and government services and trade sectors. Its secondary sector creates 17.9% of jobs in the district, whilst its primary sector creates 9.9%.
- the employment composition in the Westonaria LM is very similar to its GDP-R structure. The mining and quarrying sector, which contributes almost 72.9% to the GDP-R, provides just fewer than 48% of employment opportunities in the area. At the same time the trade,

The mining sector provides 47.1% of the WLM's employment

community and government sector's employment contribution is greater than its contribution towards GDP-R.

5.5. Comparative Advantage (location quotient)

The location quotient (also known as the comparative advantage) compares the regional share of economic activity in a particular industry to the national share of economic activity in the same industry. The result reveals the degree of regional specialisation in each industry. If the location quotient for a particular industry is between zero and one, the region is less specialised than the nation, while location quotients greater than one reveal greater specialisation of the industry in the local economy than in the national economy. Also, observing location quotients over time show if an industry is becoming more or less specialised in the region. The interpretation of the location quotient is provided in Table 5-3 below.

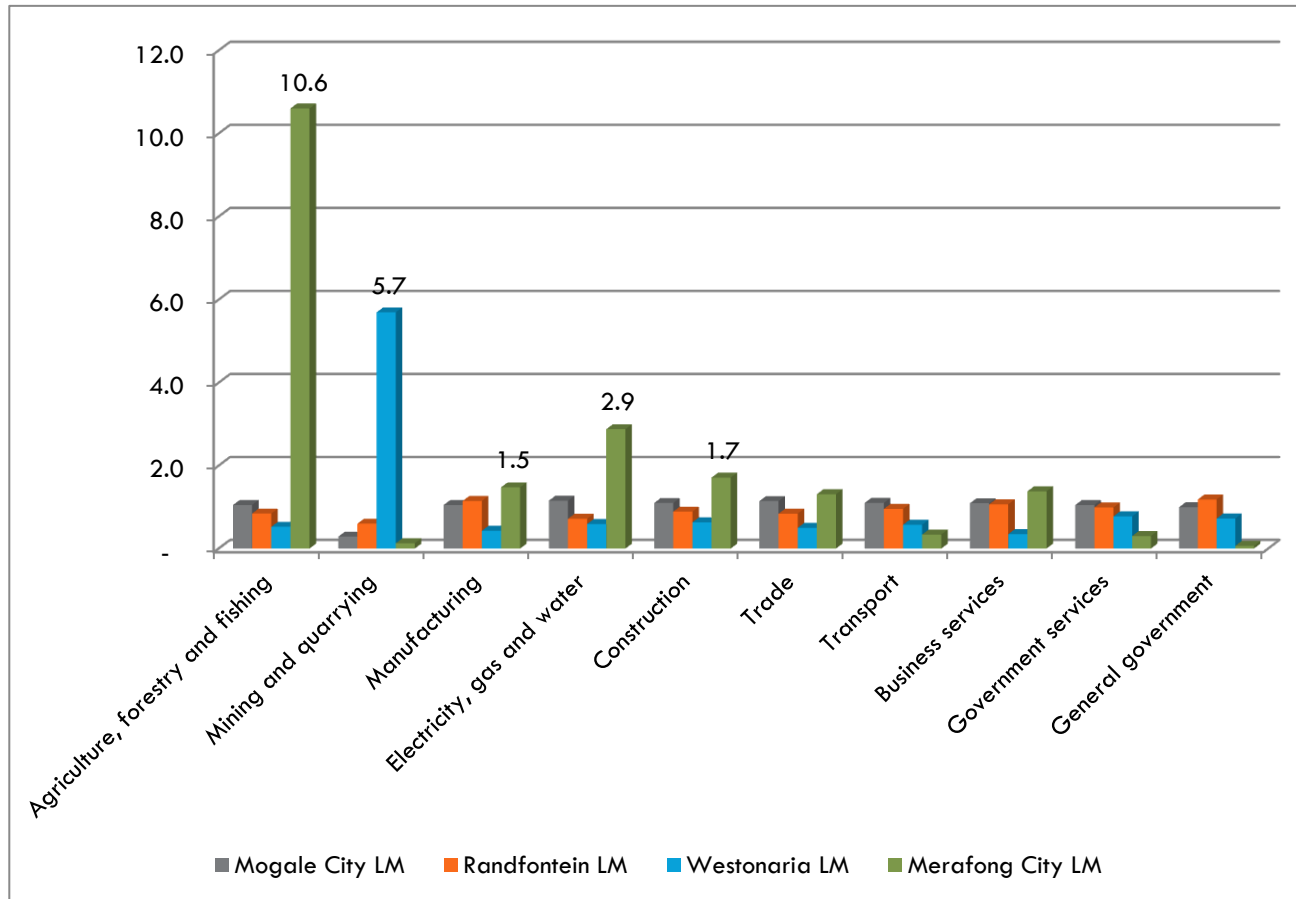
Table 5-3: Interpretation of the Location Quotient

LOCATION QUOTIENT (LQ)	CLASSIFICATION	INTERPRETATION
$LQ < 1$	All Employment is Non-Basic	A LQ that is less than zero suggests that local employment is less than was expected for a given industry. Therefore, that industry is not even meeting local demand for a given good or service. All of this employment is considered non-basic by definition.
$LQ = 1$	All Employment is Non-Basic	A LQ that is equal to zero suggests that the local employment is exactly sufficient to meet the local demand for a given good or service. Therefore, all of this employment is also considered non-basic because none of these goods or services is exported to non-local areas.
$LQ > 1$	Some Employment is Basic	A LQ that is greater than zero provides evidence of basic employment for a given industry. When an $LQ > 1.0$, the analyst concludes that local employment is greater than expected and it is therefore assumed that this "extra" employment is basic. These extra jobs then must export their goods and services to non-local areas which, by definition, make them basic sector employment.

Source: Andrew, 1977

The 2011 comparative advantage for the different economic sectors within the local municipalities in the region is provided in Figure 5-6 below.

Figure 5-6: Comparative advantage of economic sectors within the local municipalities (2011)



Source: Stats SA Census, 2011

The most prominent comparative advantage can be observed for the Merafong City LM, where a high score of 10.6 is obtained for the agriculture sector. In addition, a comparative advantage is displayed in the manufacturing, utilities and construction sectors also located in the Merafong City LM. The WLM, on the other hand, displays a comparative advantage in its mining sector and mining activities. The Mogale City and Randfontein LM's does not display a comparative advantage in any of their economic sectors in 2011.

**WLM's mining
sector has a
comparative
advantage of 5.7
over other sectors**

5.6. Conclusion

Since 2001, the performance of the WLM's economy was growing on average at a slower rate than that of the country or the province. Also during this period, the WLM's economy has been struggling when the Rand depreciated and the national economy slowed down, experiencing a

negative growth rate far below that of economies in the West Rand DM or Gauteng. The WLM's economy is very sensitive to the changes on the global and regional arenas, due to the dependency of the mining sectors; its territory sector though is relatively developed but since it is reliant on the derived demand and the local disposable income, any changes in the mining sector's employment situation would have spin offs (positive or negative) in the tertiary sector.

The labour market in the primary study area comprises of 24 902 employed and 19 709 unemployed people. It has a smaller labour participation rate (57.8%) than in the district, and a significantly lower participation rate than in the Gauteng province, which indicates that the WLM population could earn a lower average household income versus provincial households. The unemployment rate in the WLM is higher than in any of the analysed areas at 44.2%. This, however, could be explained in terms of employment generation and the low labour participation rate. These discouraged job seekers are not thought to be economically active and are not included in the calculation of the unemployment rate. Therefore, the actual unemployment rates are misleading and do not reflect the actual need to create new employment opportunities for people in the WLM, as well as the other study areas.

The economy of the WLM has a comparative advantage over the other LM's in the district in one sector, namely the mining and quarrying sector. It can further be observed that the Merafong LM has a comparative advantage in four sectors over the other LM's, the largest advantage being in the agriculture sector. The WLM's economy is in desperate need for development and diversification of the various sectors in order to gain a better location quotient.

5.7. Implications for Local Economic Development

Given the analysis of the economic profile above, the implications on the WLM can be concluded as follows:

The primary study area is in need for investment to stimulate its economy and create new jobs. Ideally, such investment should focus on diversification of local economic activities to reduce the dependency on the mining sector and create new value chains within the local economy.

Any new developments in the municipality also take into account the local housing and service delivery situation and, if possible, put interventions in place that would assist in improving access to formal dwellings as well as access to basic services. The focus should also be on diversifying the local economy not only for employment benefits, but also as a strengthening mechanism against external factors, such as mining unrest and instability or currency fluctuations.

6. OPPORTUNITY ANALYSIS

6.1. Introduction

In the preceding section, it has been concluded that the economy of the WLM is in need of diversification. The economy is mainly driven by the mining sector, and, therefore, subject to external volatilities and impacts. In order to grow and diversify the economy of the WLM, a sector opportunity analysis is undertaken where the potential of certain sectors are determined in terms of their ability to contribute to the economy. The leading economic sectors within the WLM that are analysed in this section are illustrated in Figure 6-1 below.

Figure 6-1: Leading economic sectors analysed within the WLM



These sectors have historically proven to contribute to a greater extent to the development of an economy than the other sectors. Potential projects are also identified from various sources which are provided in the opportunity analysis. In the opportunity analysis of the tourism sector, the figures for catering and accommodation were used as an indicator.

Each of the above mentioned economic sectors are analysed separately in order to identify the individual opportunities presented by each. The analysis was conducted based on a number of elements, inclusive of:

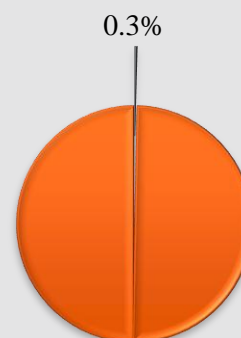
- The contribution of the sector to the WLM's economy
- The spatial distribution and location of the sector across the WLM and WRDM
- Average growth rate of the sector
- An overview of the sector
- The potential market entry for LED projects
- The growth and expansion potential of the sector
- Existing and potential new LED projects
- Support / funding sources available for projects within this sector

This section is concluded with a summary of the key findings of the analysis on each sector, as well as the potential for new projects within these sectors.

6.2. Agriculture Sector Analysis



CONTRIBUTION OF AGRICULTURE TO THE ECONOMY OF THE WLM



SPATIAL PERSPECTIVE

Agricultural land is situated throughout the WLM and surrounding areas, and includes scattered mining and conservation areas.

AVERAGE GROWTH RATES

West Rand	-6.3%
Mogale City LM	-6.2%
Randfontein LM	-6.2%
Westonaria LM	-7.5%
Merafong City (West Rand) LM	-5.4%

*2001-2011

OVERVIEW

Westonaria has been identified as the area with the most agricultural potential within the WRDM. According to the WLM 2012/2013 IDP, there is limited land redistribution in the WLM. The majority of the land in the area is characterised by dolomite, and although it is deemed unsuitable for development, it can be utilised for agricultural activities. A decline in water levels in the area has also been noted in studies, which could have a detrimental effect on agriculture.

The agriculture sector contributed approximately 0.3% to the GVA of the WLM's economy in 2011, which is considered an insignificant contribution compared to the fact that the majority of the land use within the WLM is agriculture. The agriculture sector also experienced the largest negative growth rate of all the LM's in the WRDM with a growth rate of -7.5%.

Apart from the large number of farms present in the WLM, the following agricultural holdings are established throughout the district and produce a diversity of agricultural products:

- Dennydale - Kocksoord
- Petrograaf
- Ten Acres (South of railway)
- Wagterskop
- West Rand Agricultural Holdings

- West Rand Gardens Estates

The key types of agricultural activities undertaken in the WLM are large-scale commercial farming, intensive commercial farming, urban agriculture, rural residential agriculture and subsistence farming.

The main agricultural products being produced in the WLM and surrounding areas are:

- maize
- grain sorghum
- dry beans
- sunflowers
- various vegetables
- beef cattle
- chickens and broilers
- pork
- milk

Farms and smallholdings mainly focus on food production, cattle and dairy farming. The WLM also forms part of the group of Municipalities that are identified as the core of the Maize Triangle.

Some challenges have been noted in the WRDM's Economic Development Situation Analysis, such as:

- variations in climatic conditions
- relative scarcity of water
- presence of uneconomical farming units
- lack of support to small farmers
- inadequate agriculture marketing channels
- lack of land reform
- evictions and

POTENTIAL MARKET ENTRY FOR LED PROJECTS

- easy for new agricultural businesses/ farmers to enter the market
- limited land available for agricultural use in WLM
- demand for agriculture products are high in WRDM and Gauteng
- opportunities for exports exist
- labour-intensive sector
- low level of skill required for labourers

GROWTH AND EXPANSION POTENTIAL

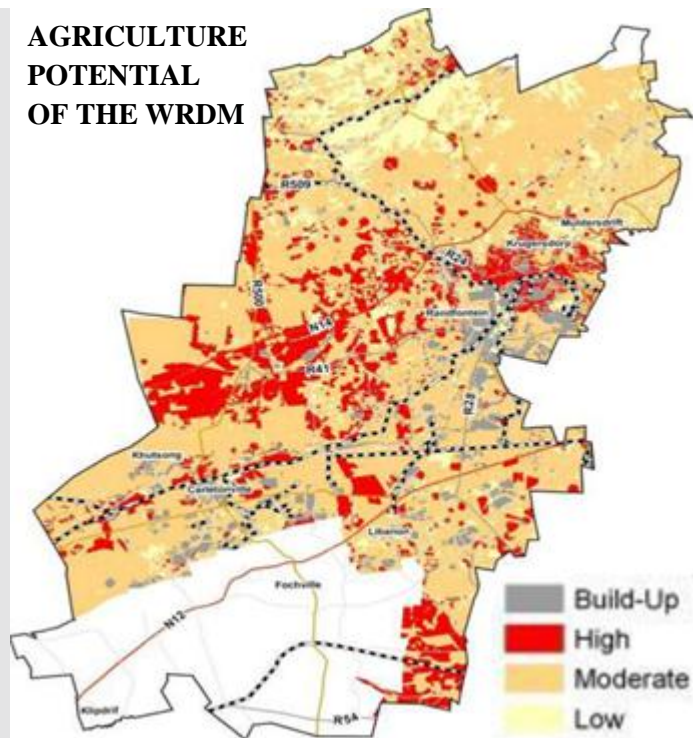
The agriculture sector has the potential to create a significant number of employment opportunities, especially within the unskilled and semi-skilled labour force. The area surrounding the WLM, consisting of mainly agricultural and mining land has a relatively high potential for intensive farming. This type of farming is characterised by a low crop rotation ratio and the high use of inputs such as capital and labour, relative to the land area available.

Although some small-scale agricultural or farming initiatives are established in the area, the WRDM has identified the WLM and surrounding areas to have a moderate to high agriculture potential. Inputs are likely to be obtained without difficulty, given the abundance of labour in the region and the close proximity of major urban areas such as Johannesburg and Krugersdorp.

The market for agricultural products such as grains, legumes and vegetables can be established in the area, and there is potential for farmers to tap into the urban markets as well, depending on the availability of transport and infrastructure. Other markets such as meat, chicken and eggs are also expanding and do not necessarily need a large area of land for farming. The export potential for agriculture products are expanding, and could contribute significantly to the GVA of an area if such markets and linkages could be established.

Given the limited number of agricultural land available, opportunities exist with regard to agro-processing and forward linkages of the agriculture sector, such as grain, meat, milk, and poultry processing. A shortage of water supply to farms may prove to be a challenge, although the water supply concerns could easily be mitigated. Given that most of the challenges mentioned pertain to support and/or operational aspects, these challenges can be mitigated without difficulty, by creating an enabling environment suitable for growth and development of the agriculture sector.

AGRICULTURE POTENTIAL OF THE WRDM



Source: Kayamandi, 2012

POTENTIAL LED PROJECTS

EXISTING

1. Ezulwini Agri-farm: a small-scale community-owned farm that grows fresh produce
2. AfriSam Isiqalo Bakery and Poultry Co-operative

POTENTIAL NEW

1. Poultry farming (broiler and egg production)
2. Intensive, small scale irrigation maize production (smallholdings)
3. Grain beneficiation plant (extruder)
4. Sunflower seed crushing plant
5. Broiler processing and packaging
6. Organic fertilisation, e.g. Vermiculture / Chicken manure
7. Production of essential oils
8. Production of animal feed.
9. Vegetable production (Hydroponics)
10. Demonstration of various of agricultural practices on plots throughout the area

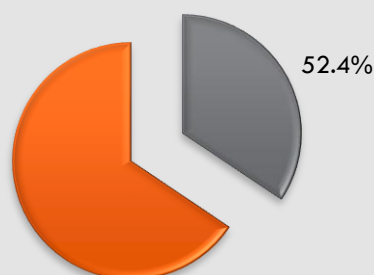
SUPPORT / FUNDING SOURCES

1. Emerging Farmers Agricultural Support Trust Fund
2. West Rand Development Agency
3. Gauteng Department of Agriculture and Rural Development

6.3. Mining Sector Analysis



CONTRIBUTION OF MINING TO THE ECONOMY OF THE WLM



SPATIAL PERSPECTIVE

The mining land is located in two different bands across the area. The east-west band stretches south of Carletonville and Westonaria and then a north-south belt stretches from south of Westonaria north towards Mogale City, encompassing large areas of the WRDM. Large zones of this land are not suited for human inhabitation.

AVERAGE GROWTH RATES

West Rand	-6.5%
Mogale City LM	1.2%
Randfontein LM	-7.1%
Westonaria LM	-7.4%
Merafong City (West Rand) LM	-5.9%

*2001-2011

OVERVIEW

Westonaria and the surrounding areas are located in the midst of a number of mines, which also drives the economy of the WLM. These mines are the key role players and include:

- Gold One International Limited
- Harmony Gold Mining Co Ltd
- Sibanye Gold
- Goldfields –Leeudoorn, Libanon, Driefontein and South Deep

Together, the mines in the WRDM produce approximately 2.3% of the GVA of all mining activities within South Africa. The mines produce predominantly gold and is characterized by fluctuating prices, caused by exchange rate volatilities as well as changes in global supply and demand. The mining sector have also experienced an average negative growth rate of -7.4% in the period from 2001-2011, compared to the positive 1.2% growth of the mining sector of the Mogale City LM. In 2011, the mining sector contributed approximately 52.4% to the GVA of the WLM's economy.

The mining sector in the WLM is also the largest employment in the WLM's economy, providing 47.1% of all employment in 2011. The mines in the WLM provide a steady income for employees in

the long-term due to the life span of the mines and the possibilities of future growth and expansion.

As a result of the mining activities the district, and especially within the WLM, the natural environment has been experiencing detrimental environmental impacts - particularly on the water resources in the municipality that has become contaminated with the mining waste. In addition, the mining activities in the WLM is thought to be the main cause of the fact that over 60% of the land in the WLM has become dolomitic to some extent, constraining growth in the area. The mining and dolomitic areas are indicated in the figure above. The green shaded areas represent the dolomite, where the yellow striped areas represent the spatial layout of the mines. The WLM is encircled in red, where it can be observed that the top part of the WLM is predominantly dolomitic. These challenges can be successfully mitigated by thorough planning and active stakeholder involvement, which can be established through the creation of an enabling environment.

POTENTIAL MARKET ENTRY FOR LED PROJECTS

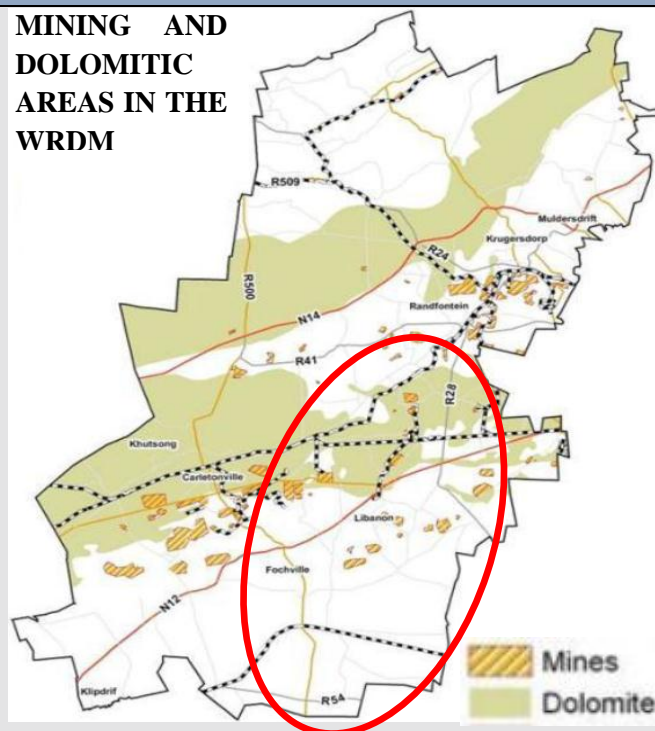
- Extremely difficult to enter the market
- Excessive start-up capital required
- High export possibilities
- High forward and backward linkages
- Labour-intensive sector

GROWTH AND EXPANSION POTENTIAL

The growth and expansion potential of the mining sector is very limited, as it depends on the natural resources available in the area. In addition, the start-up cost and development of an additional mine or quarry is very extensive, therefore the focus should rather shift to projects and programmes that could form part of the forward and backward linkages of the mining sector, such as manufacturing.

In addition, the most recent trends revolve around recycling and conserving the environment, thereby creating mining opportunities in terms of restoration and conservation projects.

MINING AND DOLOMITIC AREAS IN THE WRDM



Source: Kayamandi, 2012

POTENTIAL LED PROJECTS	
EXISTING	
1. None	
POTENTIAL NEW	
1. Rehabilitation of the mining dumps (treating and restoring the mine dumps to pre-mining state) 2. Water purification programme e.g. Anglo American's New Vaal Colliery water purification programme) 3. Manufacturing of mining apparel 4. Gold processing (mineral beneficiation) 5. Urban mining (process of reclaiming compounds and elements from products, buildings and waste, e.g. IT equipment, construction sites, technological hardware, etc.).	
SUPPORT / FUNDING SOURCES	
1. Department of Minerals and Resources 2. Westonaria Local Municipality 3. West Rand District Municipality	

6.4. Manufacturing Sector Analysis



CONTRIBUTION OF MANUFACTURING TO THE ECONOMY OF THE WLM



SPATIAL PERSPECTIVE

The manufacturing sites in the WLM are spatially located in the industrial areas Westonaria, which is in close proximity to the town centre and on in the northern parts of Westonaria.

AVERAGE GROWTH RATES

West Rand	2.7%
Mogale City LM	2.6%
Randfontein LM	3.0%
Westonaria LM	2.1%
Merafong City (West Rand) LM	-0.8%

*2001-2011

OVERVIEW

Manufacturing industries in Westonaria is medium to small-scaled, and does not contribute significantly to employment in the area. Manufacturing in the WLM contributed approximately 8.1% to the economy of Westonaria, 0.2% to the GVA of Gauteng and 0.08% to the total economy of South Africa.

As a provider of employment, the manufacturing sector of the WLM creates employment opportunities for 5% of all employed people within the municipality. This percentage is low compared to the employment opportunities created by the mining sector.

The leading manufacturing industries in the WRDM include:

- Food products
- Textiles
- Non-metallic mineral products
- Metal products
- Machinery
- Motor vehicle accessories

- Plastic products

Within these industries, the most prominent manufacturing companies in the WLM are:

- TimRite (timber)
- BASF (chemicals)
- GLD yard building materials manufacturing

POTENTIAL MARKET ENTRY FOR LED PROJECTS

- Relatively easy to enter the market
- Large start-up capital required
- High forward and backward linkages
- Large number of export opportunities
- Potential to employ unskilled and semi-skilled labourers

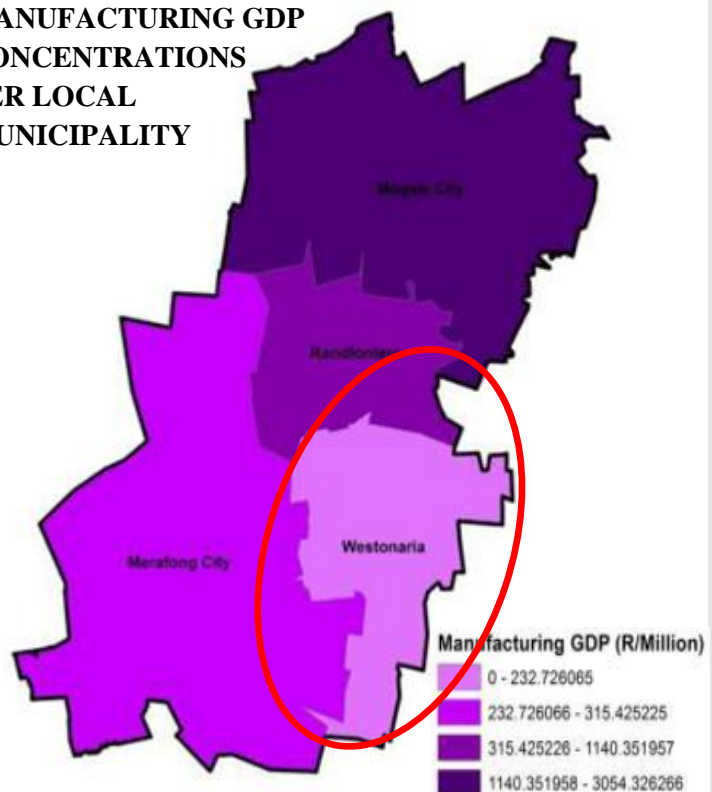
GROWTH AND EXPANSION POTENTIAL

There is a significant amount of potential for growth and development in the manufacturing sector, especially after the IPAP 2 and NGP policy documents were developed. In both of these national policies, a strong focus is placed on growing and strengthening the manufacturing sector as a support mechanism for the economy as a whole. Through the growth and expansion of the manufacturing sector, unemployment and poverty can be combatted in the long-term. Through manufacturing and producing goods that have an origin within local boundaries, costs are minimised where value is added in return.

Within the manufacturing sector, opportunities exist that could be directly linked to the mining sector, which is the cornerstone of the WLM's economy. The production of machinery and metal products forms the first forward and backward linkages connected to the mining sector. In addition, given the close proximity to the metropolitan areas of Gauteng, the WLM's manufacturing sector can easily produce goods with a market in these areas.

According to research, there is a large opportunity for agro-processing in the WLM. This will include the processing and manufacturing of agriculture products. In terms of industrial manufacturing, goods can be produced to be used in the mining industry, manufacturing industry or exports to other countries.

MANUFACTURING GDP CONCENTRATIONS PER LOCAL MUNICIPALITY



Source: Kayamandi, 2012

POTENTIAL LED PROJECTS

Existing

1. Plastic recycling project.
2. Brick making plant.
3. Timber processing.
4. Chemical manufacturing.

Potential new

1. Solar panel geyser manufacturing.
2. Manufacturing of a whale concept filter.
3. Manufacturing of rakes, shovels, irrigation components, etc.
4. Manufacturing of power tools, measuring tools, essential components, etc.
5. Establishment of tyre recycling factory
6. Establishment of a glass recycling factory
7. Manufacturing of containers and construction equipment.

SUPPORT / FUNDING SOURCES

1. Department of Trade and Industry (DTI)
2. Westonaria Local Municipality
3. West Rand District Municipality

6.5. Trade Sector Analysis



CONTRIBUTION OF TRADE TO THE ECONOMY OF THE WLM



SPATIAL PERSPECTIVE

The formal retail market of the WRDM is concentrated in the major shopping areas such as the CBD's, although smaller shopping facilities are available in the residential areas.

AVERAGE GROWTH RATES

West Rand	4.3%
Mogale City LM	5.5%
Randfontein LM	2.6%
Westonaria LM	-0.9%
Merafong City (West Rand) LM	-0.5%

*2001-2011

OVERVIEW

The trade sector consists of wholesale and retail trade, and contributed approximately 6.3% to the GVA of the economy of the WLM. In addition, the trade sector in the WLM contributed 6% to the total trade in the WRDM and 0.2% to the total trade in the Gauteng province. In the period from 2001 – 2011, the trade sector of the WLM experienced negative growth of -0.9%, in contrast to the 4.3% growth of the WRDM's trade sector.

As an employment provider, the trade sector of the WLM provides employment for 10.7% of the labour force, which indicates that the trade sector is the third largest provider of employment in the WLM. The trade sector of the WLM remains the lowest contributor of retail amongst the four local municipalities in the WRDM.

The growth of the trade sector is strongly influenced by the number of households and the average household income of households in the area. This implies that an increase in the number of households and/or their household income will lead to a positive growth in the trade sector, where a decrease in the number of households or the household income in the area will subsequently lead to a decrease in the trade sector. The WLM has seen an average growth of -2.5% in households over the

ten year period from 2001. In addition, as discussed in section 4.3.3, the average annual income of households is significantly less than the municipal counterparts in the WRDM. These are contributing factors to the negative growth experienced by the trade sector.

There are two shopping centres in the WLM, which are the Shoprite Centre and the Pick 'n Pay Centre. Amongst the 20 shops, some of the anchor tenants include: Shoprite; Wimpy; Stax; and Liquor City.

POTENTIAL MARKET ENTRY FOR LED PROJECTS

- Relatively difficult for new shops to enter the market
- Medium start-up capital required
- High forward and backward linkages
- Large number of export opportunities
- Potential to employ unskilled and semi-skilled labourers

GROWTH AND EXPANSION POTENTIAL

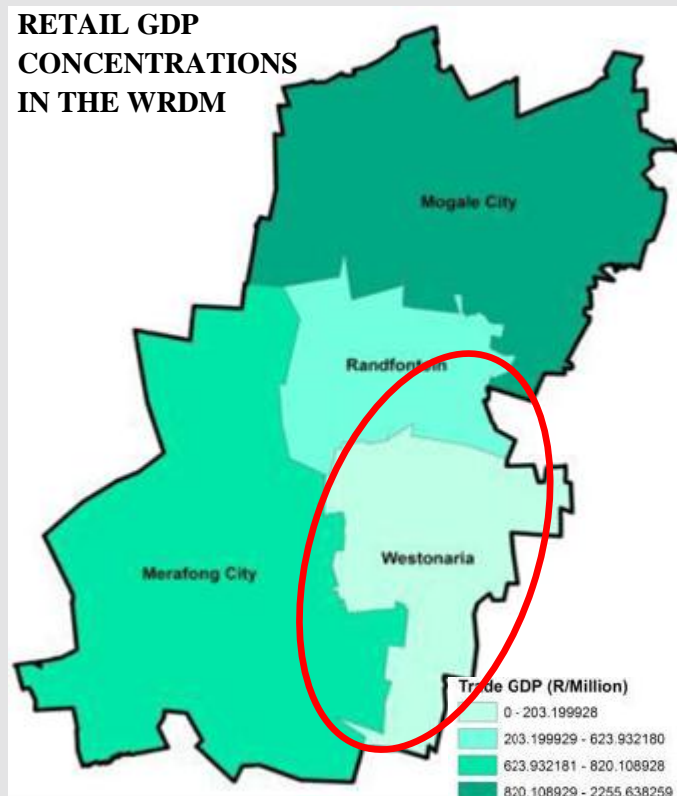
The trade sector is the least developed trade sector in the WRDM, as indicated in the map to the right. Households in the WLM earn an average annual income far less than households in the neighbouring LM's of the WRDM, contributing to the constrained growth of the trade sector.

The growth and expansion potential of the trade sector is limited because of its dependency on the number of households and the average annual household income of households.

Opportunities in terms of growth and expansion exist in the WLM for trade, especially in terms of affordable household goods and food. The trade sector should focus its expansion on possible warehousing and/or wholesale trade that is aimed at feeding the Gauteng and WRDM markets, while creating employment for members of the local households.

In contrast to the trade facilities present in the major towns, the rural and informal settlements do not have shopping centres or trading platforms. Opportunities also entail a service hub where repairs could be done on mining or manufacturing equipment and transport vehicles.

**RETAIL GDP
CONCENTRATIONS
IN THE WRDM**



Source: Kayamandi, 2012

POTENTIAL LED PROJECTS

EXISTING

1. Container Park.

POTENTIAL NEW

1. Service / repair hub: Repairs to mining / manufacturing equipment.
2. Service / repair hub: Repairs to vehicle and transportation fleet.
3. Spaza plaza retail concept (SMME's).

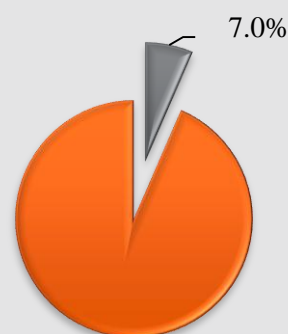
SUPPORT / FUNDING SOURCES

1. Department of Trade and Industry (DTI).
2. Department of Economic Development.
3. Commercial Banks.
4. Westonaria Local Municipality.
5. West Rand District Municipality.
6. SMME's that support the forward and backward linkages of the other sectors.
7. Local Business Support Centre (LBSC).

6.6. Business Services Analysis



CONTRIBUTION OF BUSINESS SERVICES TO THE ECONOMY OF THE WLM



SPATIAL PERSPECTIVE

The business services sector is predominantly present in the urban nodes of the WRDM and in the economic activity areas of the WLM.

AVERAGE GROWTH RATES

West Rand	7.4%
Mogale City LM	8.6%
Randfontein LM	5.7%
Westonaria LM	1.4%
Merafong City (West Rand) LM	11.8%

*2001-2011

OVERVIEW

According to the WRDM's Regional EDP, the finance and business services sector "includes inter alia financial intermediation; insurance and pension funding; real estate activities; renting or transport equipment; computer and related activities; research and development; legal; accounting; bookkeeping and auditing activities; architectural, engineering and other technical activities; and business activities not classified elsewhere."

The business services sector of the WLM contributed 7% to the total economy of the WLM in 2011, and has been experiencing steady and continuous growth in the period from 2001 to 2011. The average growth of the business sector was 1.4% in the WLM, where the average growth of the district was 7.4% over the same period. In terms of employment, the business services sector provides employment for 7.6% of the employed population, which is relatively small compared to the mining sector. It is nonetheless a stable provider of employment in the WLM.

There are a number of established business services in the WLM, for example Nadia Real Estate, Assist 247, Mbili Financial Services and Mabodja Insurance Brokers, to name a few.

POTENTIAL MARKET ENTRY FOR LED PROJECTS

- Relatively easy to enter the market
- Medium start-up capital required
- Some forward and backward linkages exist
- Limited export opportunities
- Potential to employ semi-skilled and skilled labourers
- Largely dependent on the establishment of other economic sectors

GROWTH AND EXPANSION POTENTIAL

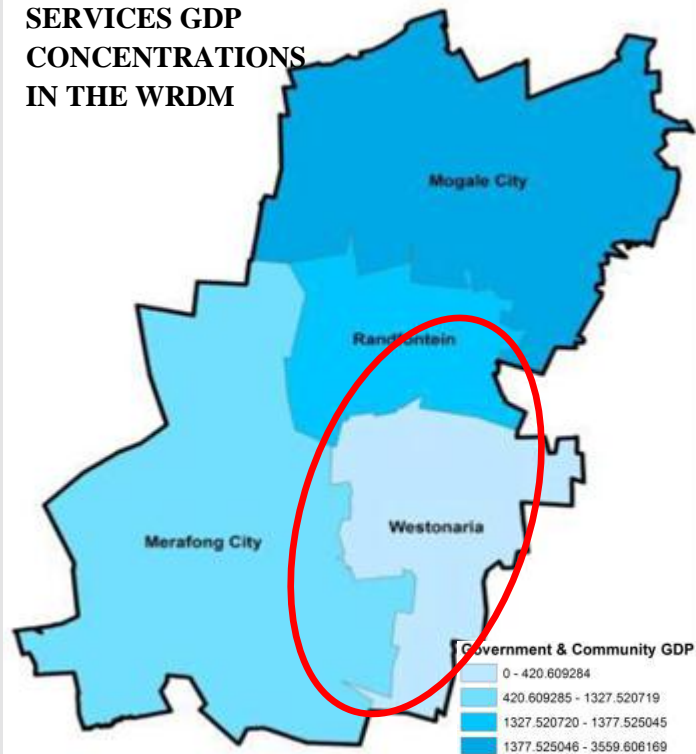
The potential of growth and expansion of the business service industry is increasing, regardless of the current limited business services in the WLM. The majority of the other business services establishments are located in Randfontein and Mogale City.

A large housing project has been launched by the WLM, increasing the need for real estate services, financial institutions and insurance companies.

Given the high unemployment rate, there is also a need for education and educational institutions, particularly in collaboration with the leading sectors to increase employment.

Research also indicates that entrepreneurs in the area are in need of greater financial support, such as marketing, branding, financing and communications establishments.

SERVICES GDP CONCENTRATIONS IN THE WRDM



Source: Kayamandi, 2012

POTENTIAL LED PROJECTS

EXISTING

1. Container Park.

POTENTIAL NEW

1. Expansion of existing container park to include more SMME's.
2. Establishment of an educational institution linked to the leading sectors.
3. Service provision to industrialists and farmers.
4. Business process outsourcing development.
5. Development of business incubators
6. SMME Support walk-in centre.
7. Promotion of training in scarce skills.

SUPPORT / FUNDING SOURCES

1. Department of Trade and Industry (DTI).
2. Commercial Banks.
3. Westonaria Local Municipality.
4. West Rand District Municipality.
5. Local Business Support Centre (LBSC).
6. SMME's supportive of the forward and backward linkages of the other sectors.

6.7. Tourism Analysis



CONTRIBUTION OF TOURISM TO THE ECONOMY OF THE WLM



SPATIAL PERSPECTIVE

Tourism in the WLM is not as widespread and developed as in the other LM's and the WRDM. The tourism establishments in the WLM are mainly concentrated in the towns of Zuurbekom and Wagterskop.

AVERAGE GROWTH RATES

West Rand	6.5%
Mogale City LM	7.7%
Randfontein LM	3.6%
Westonaria LM	-1.3%
Merafong City (West Rand) LM	1.0%

*2001-2011

OVERVIEW

The tourism sector in the WLM is the least developed of all the economic sectors, and contributes approximately 0.2% of the GVA in the local economy. The tourism sector of the WLM contributes equally little to the GVA of the tourism sector of the WRDM with 2.3%. In addition, the WRDM and the Mogale City, Randfontein and Merafong City LM's have experienced positive growth in their tourism sectors over the period from 2001 to 2011, where the WLM was the only LM that experienced negative growth of -1.3% over this period.

In terms of employment, the tourism sector of the WLM employed approximately 152 people in 2011, thereby contributing to the creation of employment in the area, however limited. According to the website of the WLM, there are a total of four tourism establishments in the area, all of which are accommodation establishments:

- Bogadi Legae B&B
- Khalanyoni B&B
- Klipfontein Guest House
- Tswingwana Guest Lodge

POTENTIAL MARKET ENTRY FOR LED PROJECTS

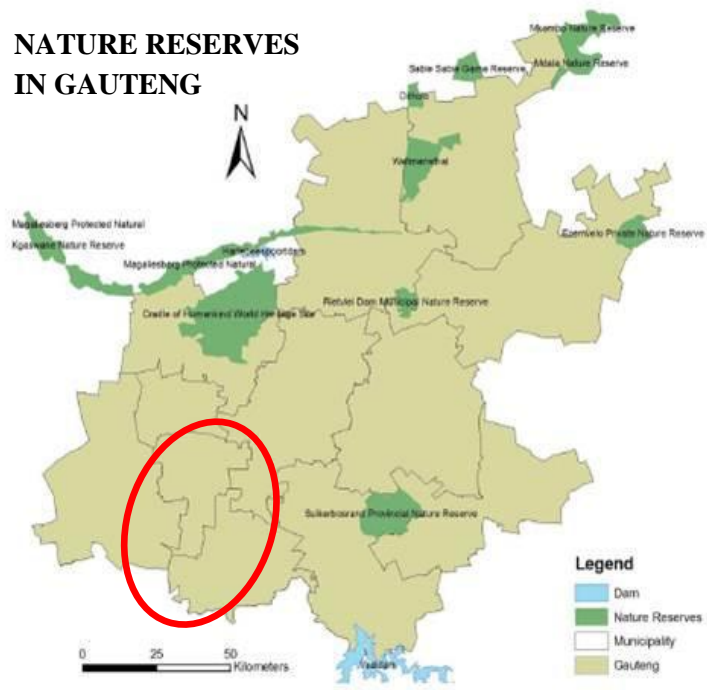
- easy to enter the market
- limited natural attractions in the WLM
- limited entertainment attractions in the WLM
- significant competition from the Cradle of Humankind and Gauteng attractions
- labour-intensive sector
- low level of skill required for labourers

GROWTH AND EXPANSION POTENTIAL

As can be observed from the map to the right, there are no nature reserves or natural attractions present in the WLM. The area has very little to offer in terms of tourist attractions, thereby highlighting the limited growth and expansion potential of the tourism sector in the WLM.

It is assumed, given the high mining activity in the area, that the majority of tourists visiting the area are to visit friends and family, or possibly business tourists that visit the mines and sites. The WLM and surrounding areas are also located in close proximity to the tourist attractions in Mogale City and the urban areas of Gauteng, indicating that the demand for local tourism could also be limited.

NATURE RESERVES IN GAUTENG



Source: Kayamandi, 2012

Following from the above, some potential exist within the tourism sector of the WLM to move some of the recreational attractions out of the city to the WLM, as some demand could exist for local tourists who would like to spend a day away from the city, but do not wish to travel far. In addition, the town of Westonaria is located at the intersection of two major roads, the N12 and R28, which is being used by a number of travellers daily. This might also present opportunities for tourism in the form of arts and crafts or cultural tourism.

POTENTIAL LED PROJECTS

EXISTING

None

POTENTIAL NEW

1. Tours to the mines and mining museum
2. N12/R28 Intersection Crafters Market and Cultural Village along the N12 Treasure Route (Arts and crafts stalls, Farmer's market, Food stalls, Cultural village, Visitor Information Services Centre)
3. Tourists visiting the large commercial farms in the area, e.g. Vermiculture tours, hydroponics tours, etc.
4. Accommodation: Container hotel.
5. Accommodation: Trailer park hotel (Old Mac Daddy concept)
6. Amampondo Developments

SUPPORT / FUNDING SOURCES

1. Westonaria Tourism Association.
2. West Rand Development Agency.
3. West Rand District Municipality.
4. Westonaria Local Municipality.
5. Gauteng Tourism Authority.

6.8. Conclusion

This section aimed to provide an analysis of economic potential within the WLM, and the growth and development potential as well as challenges or constraints to each of the sectors. The main challenge for local economic development in the WLM is to diversify the economic base, shift the focus from mining and add value to the primary products that are produced in the area.

Forward and backward linkages within the economy should also be grown and developed, and a distinctive opportunity exists for exploiting the by-products of different economic sectors, e.g. agriculture, manufacturing, etc. for beneficiation and value-adding. A number of opportunities exist along the agriculture and manufacturing value chains as they hold significant potential for the WLM, although certain gaps need to be addressed in order to further develop these value chains.

Projects were also identified in this preceding section that are more suitable for implementation as LED projects, and some projects also address the importance of creating an enabling environment, such as infrastructure and support services.

The next step towards creating an LED strategy for the WLM is to undertake a project prioritisation and project selection process by means of a prioritisation model. Prioritised and selected projects will then be incorporated into an Economic Development Framework for LED in the WLM.

7. PROJECT SCOPING

7.1. Introduction

The projects identified during the study's opportunity analysis needs to be prioritised in terms of each project's importance towards the economy of the WLM. Projects were obtained and identified from the following three sources:

- current project initiatives
- projects as identified from the opportunity analysis
- Mining Social and Labour Plan (SLP) projects

In this section, the projects from each of the sources are listed and discussed in short. The prioritisation matrix is also explained along with the relevant prioritisation criteria on which the projects are scored. Finally, the top prioritised projects are listed, which are likely to be taken further by the WLM's LED division.

7.2. Current Project Initiatives

The current project initiatives are projects that have been identified by the WLM previously, various government departments in the region, developmental agencies and other stakeholders with interests in the greater Westonaria area. The projects identified by these stakeholders are as follows:

- Plastic Recycling Project
- Donaldson Dam
- Ezulwini Agri-farm
- Container Park
- Education Based Programme
- Isiqalo Bakery and Poultry Co-operative
- Bekkersdal Urban Renewal Project - Brick making plant
- Bekkersdal Urban Renewal Project - Cattle Breeding (Farmer Support Programme)
- Bekkersdal Urban Renewal Project - Hydroponic Agriculture (Farmer Support Programme)
- Local Business Support Centre (LBSC)
- Tyre Recycling Project
- Farming Project
- Glass and Plastic Recycling Project
- Water Purification Programme
- Local Government and Housing Cut Flowers Project
- Enterprise Project: Piggery
- Enterprise Project: Broiler Farm / Eggs
- Enterprise Project: Vegetable Hydroponics

The majority of these projects are aimed at building on the strengths of the municipality in terms of focusing on agriculture, which is an already-established sector within the area. These projects are mostly in the planning phases, although some of them are operational and a few are being implemented currently.

7.3. Projects Identified from Opportunity Analysis

Following from the opportunity analysis, a number of projects have been identified that has a high potential to be implemented in the WLM. These projects have been identified per sector, and are listed in Table 7-1 below.

Table 7-1: Opportunity Analysis Projects

SECTOR	DESCRIPTION	PROJECT
Agriculture	Livestock farming	1. Poultry farming (broiler and egg production).
	Crop farming	2. Intensive, small scale irrigation maize production (smallholdings).
	Agro-processing	3. Grain beneficiation plant (extruder). 4. Sunflower seed crushing plant. 5. Broiler processing and packaging. 6. Organic fertilisation, e.g. Vermiculture / Chicken manure. 7. Production of essential oils.
	Non-edible animal products	8. Animal feed.
	Hydroponics	9. Vegetable production.
	Demonstration plots	10. Demonstration of various of agricultural practices on plots throughout the area.
Mining	Recycling and greening	1. Rehabilitation of the mining dumps (treating and restoring the mine dumps to pre-mining state). 2. Water purification programme e.g. Anglo American's New Vaal Colliery water purification programme).
	Mining inputs	3. Manufacturing of mining apparel.
	Mineral beneficiation	4. Gold processing. 5. Urban mining (process of reclaiming compounds and elements from products, buildings and waste, e.g. IT equipment, construction sites, technological hardware, etc.).
Manufacturing	Renewable energy	1. Solar panel geyser manufacturing. 2. Manufacturing of a whale concept filter.
	Agricultural equipment	3. Manufacturing of rakes, shovels,

SECTOR	DESCRIPTION	PROJECT
		irrigation components, etc.
	Manufacturing of industrial or mining inputs	4. Manufacturing of power tools, measuring tools, essential components, etc.
	Recycling and greening	5. Establishment of tyre recycling factory. 6. Establishment of a glass recycling factory.
	Storage / construction industry	7. Manufacturing of containers and construction equipment.
Trade	Services / repairs hub	1. Repairs to mining / manufacturing equipment. 2. Scrapyard and second hand parts platform.
	SMME Development	3. Spaza plaza retail concept.
Business Services	SMME Development	1. Expansion of existing Container Park.
	Education / skills development	2. Establishment of an educational institution linked to the leading sectors. 3. Promotion of training in scarce skills.
	Expansion of value chains	4. Service provision to industrialists and farmers (e.g. crop insurance). 5. Business process outsourcing development.
	SMME Support	6. Development of business incubators. 7. SMME Support walk-in centre.
Tourism	Mining-based tourism	1. Tours to the mines and mining museum.
	Development of the N12/R28 Intersection Crafters Market and Cultural Village along the N12 Treasure Route	2. N12/R28 Intersection Crafters Market and Cultural Village along the N12 Treasure Route to include: <ul style="list-style-type: none"> arts and crafts stalls farmer's market food stalls cultural village Visitor Information Services Centre
	Agri-tourism	3. Tourists visiting the large commercial farms in the area, e.g. Vermiculture tours, hydroponics tours, etc.
	Unique accommodation	4. Container hotel. 5. Trailer park hotel (Old Mac Daddy concept).

SECTOR	DESCRIPTION	PROJECT
	Marketing and promotions	6. Printing of tourism brochures and clothing.

These identified projects have been included in the prioritisation matrix, which is discussed later in this chapter.

7.4. Mining SLP Projects

These projects have been identified in the SLP as compiled by the mining companies operating within the WLM, and include Sibanye Gold, Gold One and Goldfields (South Deep). The mining companies are required to have a five year SLP which is used to develop and promote growth in the area. The following projects have been identified for the Gold One mine, as indicated in the 2012-2017 SLP:

- poultry project
- protective clothing manufacturing
- education centre of excellence
- enterprise development initiatives

The above projects for the Gold One SLP are currently in various stages of implementation and planning, and budgets vary between R 1.5 million and R 2.3 million for each project. In addition, the following projects have been highlighted in the 2012-2014 SLP of Goldfields South Deep:

- Agricultural
 - Livestock Farming and/or Crop Farming
 - Tree and Forestry
 - Support of Local Small Farmers
 - Community Food Gardens Project
- Manufacturing
 - Waste Recycling Project
 - Kagisano Community Garment Manufacturing Project
 - Bakery Project
- Infrastructure
 - Housing Development Project
- Education and Youth Skills Development
 - 200 Portable Skills Opportunities for Youth Development (Carpentry etc.)
 - Community ABET centre
 - Establishment of Business Support Centre
- Other initiatives:
 - education support in Westonaria
 - establishment of the Fresh Produce depot

These projects are mostly in the implementation phases, and projects currently in the planning stages are likely to be implemented within 2013. A number of projects have also been listed in the 2012-2014 SLP of Sibanye Gold, and include the following:

- Alien Invader Species Eradication

- Agricultural projects
- Establishment of Goldfields Agri-Hub Training Facility
- Establishment of Gold Fields Business Support Centre
- Community Portable Skills
- Waste Management Project

During the course of this study, the Goldfields Kloof mine had undergone a name change to become Sibanye Gold. This could have had some implications for the SLP projects in the area in terms of strategic importance and timeframes.

7.5. Project Prioritisation Matrix

In order to assist with the implementation of the LED strategy, the identified project opportunities have been prioritised. This will thus enable the local economic development department of the WLM to start with the finalisation and implementation of projects that would have the greatest impact on the local economy. The projects have been prioritised by using a project prioritisation model.

The project prioritisation model is made up of two main components, the prioritisation criteria and the relevant score obtained under each criterion. The identifying criteria aim to assist in assessing projects in terms of their importance, whilst the second component, related to the allocation of a score, assesses the level to which a certain project meets the set criteria. Figure 7-1 illustrates the criteria used in the prioritisation model.

Figure 7-1: Prioritisation criteria



The prioritisation criteria selected can be described as follows:

- **Increased employment:** an increase in the number of job opportunities creates a key criterion that has been identified in order to assess the identified projects.

- **Improve skills:** projects are also assessed on their ability to improve the levels of skill within the local municipal area.
- **Build a green economy:** this criterion assist with evaluating projects in terms of their ability to create a more environmentally friendly municipal area.
- **Strategic importance:** projects are also assessed in terms of their alignment with various policies and plans.
- **Increase local procurement:** the ability of projects to increase spending within the district and decrease spending in outside areas has also been identified as one of the priorities criteria.
- **BEE/ Capacity building:** a project's ability to increase the capacity of local stakeholders and businesses as well as to ensure support and development of previously disadvantage individuals are among the various criteria that have been identified for the project prioritisation model.
- **SMME development:** project area also assessed in terms of their ability to support and develop local SMME's.
- **Potential catalytic project (cluster):** this criterion relates to the projects ability to act as an anchor/catalytic for economic development.
- **Diversify the economy:** this criterion refers to the development of the local economy by focusing on the economic sub-sectors that has a small representation in the district.
- **Sustainability:** the ability of the project to be sustained over a long period of time is also a key criterion that has been used to assess the identified projects.
- **Export potential for final products:** the prospects of final goods and services being exported to markets outside the district is also an important criterion used to assess the projects.
- **Forward and backward linkages:** The value chain of the project in term of forward and backward linkages was assessed as part of the prioritisation.

7.6. Project Prioritisation Results

After taking the above prioritisation criteria into consideration, a priority model was created. This project prioritisation model will be utilised to assess the strategic importance of each of the listed potential LED projects. Within this model, a weight has been allocated to each of the criteria elements, according to their contribution and/or importance. The project's total score will ultimately determine the projects' importance and potential in terms of the development of the WLM's local economy.

The following tables indicate the LED projects for the WLM after the prioritisation criteria have been applied and the projects have obtained their respective scores. The projects have been sorted according to their size classification, which can be defined as the amount of capital input needed to implement the project. For instance, a small project would require a very small amount of capital for implementation, where a large project would have a significantly large capital expenditure. The top rated small projects are listed in Table 7-2, the top rated medium projects are listed in Table 7-3 and the top rated large projects are listed in Table 7-4.

Table 7-2: Top rated small projects for the WLM

PRIORITY	TOP RATED SMALL PROJECTS	TOTAL VALUE
1.	Grain beneficiation plant (extruder)	116
2.	Organic fertilisation (Vermiculture)	112
3.	Vegetable production (Hydroponics)	108

Table 7-3: Top rated medium projects for the WLM

PRIORITY	TOP RATED MEDIUM PROJECTS	TOTAL VALUE
1.	Poultry farming (broiler and egg production)	116
2.	Spaza plaza retail concept (SMME's)	108
3.	Manufacturing of mining apparel	108

Table 7-4: Top rated large projects for the WLM

PRIORITY	TOP RATED LARGE PROJECTS	TOTAL VALUE
1.	Sunflower seed crushing plant	116
2.	Establishment of tyre recycling factory	108
3.	Solar panel geyser manufacturing	100

The complete and expanded prioritisation model can be viewed in Annexure A, which also includes the ratings for each variable. In addition, scoping analyses for each of these prioritised projects have been provided in Annexure B.

7.7. Conclusion

This section aimed at providing an insight into the current projects that are being implemented in the WLM, as well as the projects that have been identified by the mines in the WLM to be implemented as part of their SLP. In addition, the projects that have been identified during the opportunity analysis have also been highlighted. These projects have been incorporated into a prioritisation model and were prioritised according to a determined set of prioritisation criteria. The results of the prioritisation model indicated the top three projects for each classification of projects. The WLM is a relatively small municipality, and, therefore, do not have unlimited resources available. It is important that proposed projects be screened and prioritised to ensure that the available resources are spent on the most important projects.

8. ECONOMIC DEVELOPMENT FRAMEWORK

8.1. Introduction

The purpose of this section is to formulate the development framework, which will provide direction to the local economic development within the WLM. The opportunities, as identified in the opportunity analysis, will be considered in terms of their ability to broaden the local economic base of the region, create sustainable job opportunities and encourage businesses development.

The chapter will address the following:

- LED Vision and objectives
- Drivers

Of these, the LED Vision will be described first.

8.2. LED Vision and Objectives

A vision for Local Economic Development in the WLM has been formulated to take a further step towards new growth and development within the local area. The LED strategy will seek to not only deliver sustainable social and economic development for the communities and people of Westonaria, but expand on this by introducing a diversified economy that is fuelled by investment prosperity.

With this in mind, the following vision for LED in the WLM has been formulated:

“To improve the quality of life for all citizens in Westonaria through diversification, sustainable economic growth and a progressive expansion of opportunities, resources and employment.”

In order to achieve this vision, the development principles and objectives of local economic development needs to be listed and clearly defined. The main development principles of local economic growth can be outlined as follows:

- Beneficiation of primary products
- Build upon the comparative advantage of the areas
- Increase sustainable employment opportunities
- Creation of competitive skills base
- Aid the improvement of annual household income
- Implementing support services
- Increase SMME opportunities
- Increase economic linkages in the region
- Increase municipal capacity building
- Promote Broad-Based Black Economic Empowerment (BBBEE)

The following growth targets and broad objectives have been identified to guide LED activities and initiatives:

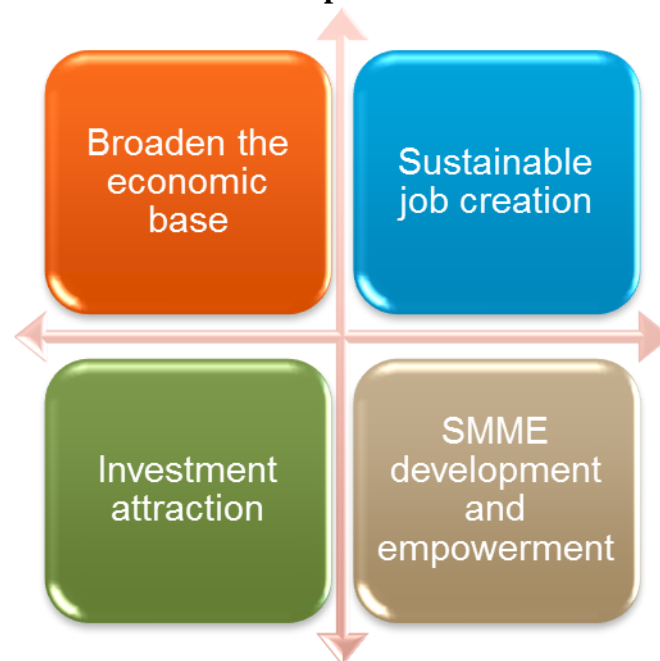
- Diversification of the economic base to reduce dependence on large, dominant sectors
- Alleviation of poverty and inequality through job creation, skills development and access to opportunities
- Increased investment into all sectors and industries
- Reducing unemployment, creating quality, sustainable jobs and improving the skills levels of the labour force
- Empowering SMMEs and other businesses to identify new opportunities and expand to national and global markets

Although the objectives listed above provide the tangible goals set by the WLM, it is vital to point out the tools or economic aids that will be used to ensure the successful attainment of these objectives.

8.3. Drivers

This sub-section will aim to discuss and highlight the economic drivers of the WLM. Given their dynamic nature, the drivers are the tools used to increasingly create decent job opportunities and encourage a growing, inclusive economy. The drivers of local economic development can be illustrated in Figure 8-1 below.

Figure 8-1: Drivers of Local Economic Development



12.3.1. Broaden the Economic Base

The WLM's economy is highly dependent on the mining sector, as discussed in Chapter 4 and 5. The mining sector is the strongest sector within the local economy and also contributes the most towards job creation and GVA in the WLM compared to the other sectors. Due to the volatility of the mining sector, the WLM's economy is significantly impacted on should any changes occur in the mining sector. It is, therefore, essential that the WLM diversify to lessen the reliability on the mining sector and grow other sectors in the economy as well. Without broadening its economic base, a significant number of opportunities might not be realised that could benefit the WLM and its surrounding communities.

The WLM should focus on, first and foremost, to establish and strengthen the manufacturing sector due to the large number of linkages that are present. Manufacturing as a sector is also known for its job creating and skills development characteristics, which would be welcome in the WLM. In addition, focus could be placed on growing the agricultural sector in terms of agro-processing to lengthen the value chain. Finally, the trade and business services sectors should also be given attention in terms of support and growth.

12.3.2. Sustainable Job Creation

Currently, the WLM is in a position where unemployment is very high, and jobs are scarce, as is the case in the whole of Gauteng and South Africa. Job creation is vital to ensure that the households in the area earn a decent income to provide for their families, whether it is food, schooling or other opportunities. The lack of jobs in the country is the reason for the inexistence of a viable second economy that is needed for growth. It is with this in mind that the WLM should explicitly work towards establishing facilities and opportunities for job creation and skills development to provide its residents with a sustainable income and prospects of better living conditions in the future. Sustainable job creation is also likely to accelerate economic growth in the area.

12.3.3. Investment Attraction

As important as it is to grow the local economy, local efforts would be fruitless if not accompanied by investment. Investment could be either locally, from private investors in the region, or it could be in the form of foreign direct investment (FDI). In each case, investment is likely to boost the local economy in terms of job creation and economic spin-offs such as forward or backward linkages. The WLM should strive to attract as much investment as possible to strengthen the WLM's economy.

12.3.4. SMME Development and Empowerment

In recent times, significant efforts have been put in place to strengthen SMMEs in the country's economy. However, SMMEs remain underdeveloped due to a lack of competitiveness, geographical location and a lack of funding.

For SMMEs in the WLM to become more competitive in a global marketplace, more efficient production systems are required to lower costs and increase output. This indicates that lower wages and cheaper raw materials are needed to effectively compete in the global market. In addition, the WLM's geographical location causes difficulty in gaining market entry on the global front.

The proximity of the WLM is quite far from the big markets due to a lack of ports, and, in order to be able to export to global markets, transport costs increase, making it less and less profitable for SMMEs to remain in the market. This issue can be addressed by the WLM through incentives to encourage SMMEs to continue exporting into global markets, as well as the sufficient and efficient facilitation of SMMEs with appropriate funders and investors. The support structures for SMME development and empowerment is discussed in Chapter 3.

8.4. Conclusion

The LED vision and objectives discussed in this chapter will provide the direction of growth for the economy of the WLM. The objectives are tangible and simplified, and align with the national and provincial growth objectives. The drivers of the economy will take the role of the tools through which the objectives will be achieved. The drivers feed into the implementation plan of the LED strategy, which is detailed in the next chapter.

9. IMPLEMENTATION PLAN

9.1. Introduction

The purpose of this section is to provide guidelines for the preparation and implementation of the LED projects. It will serve as a LED implementation manual for the WLM LED unit after the completion of the LED strategy.

This section will aim to cover the following important aspects of an implementation plan:

- **Implementation process:** this involves the structure and general guidelines that should be followed in implementing the prioritised LED projects.
- **Implementation plan:** this plan describes the specific actions that should be undertaken and completed by the LED unit of the WLM.
- **Application guidelines:** this section will provide project specific guidelines for the implementation of the projects utilising the general guidelines that are identified.
- **Monitor and evaluation:** the section provides a framework for the WLM to determine the impact of implementing the LED strategy.
- **Action plan:** this involves providing a breakdown of the tasks that need to be undertaken to enable LED implementation as well as to implement the identified projects. The action plan provided for the implementation of the identified opportunities will also indicate time-frames, implementation agents and support structures that the local municipality can utilise to implement the identified opportunities.

The implementation process will be discussed next.

9.2. Implementation Process

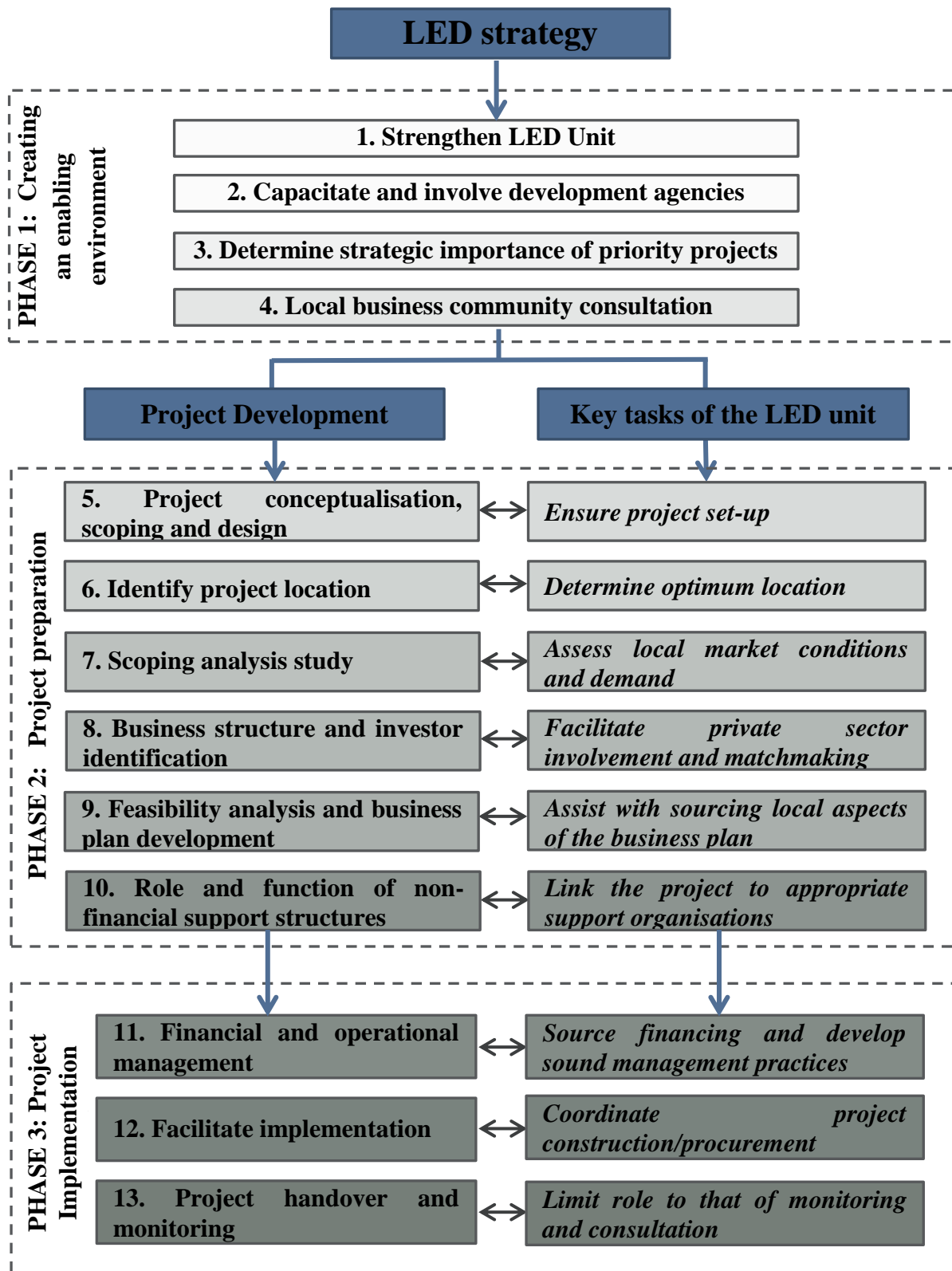
This sub-section will aim to provide an inclusive model of the proposed implementation process, which will be used in developing and implementing the LED projects. The implementation model is separated into three phases, each consisting of the following:

- **Phase 1: Creating an enabling environment** – this phase revolves around creating a suitable environment that is able to accommodate sustainable new project development.
- **Phase 2: Project preparation** – this phase will describe the specific phases of the identified projects, which will need to be completed before implemented into the environment.
- **Phase 3: Project implementation** – this phase describes the funding, support and operational management of the projects, as well as the handover and/or monitoring and evaluation process.

The recommended approach for LED project implementation is outlined in

Figure 9-1, followed by a further description of each step. The key tasks to be undertaken by the LED unit are also provided.

Figure 9-1: Implementation approach



13.2.1. Phase 1: Creating an Enabling Environment

During the first phase of implementation the WLM should create an enabling environment by undertaking the following:

13.2.1.1. Strengthen LED Unit

The LED unit should ensure that it has the necessary capacity and resources at its disposal to embark on the task of developing and implementing the identified and listed projects. In addition to the number of people needed to undertake this process, the LED manager should also ensure that all members of the team are qualified and do not lack any skills that are vital for this implementation process. Should any training or skills development prove necessary, it will become a matter of strategic intervention to provide access to the necessary training and resources to build additional capacity within the municipality. The LED unit should also ensure that all members of the team fully understand their roles and responsibilities in this process.

LED Unit's Responsibilities: The LED unit should be responsible for administrative and planning functions relating to the capacitation of the unit, and includes tasks such as:

- Determine the current and required capacity of the unit
- Acquire additional team members, if necessary
- Determine the skills and training required by members of this unit
- Arrange for additional skills and training to be provided, if necessary
- Ensure that all team members fully understand their tasks and responsibilities

13.2.1.2. Capacitate and involve development agencies

There are a number of development agencies established in the WRDM, some of which have also undertaken to support projects located in the WLM. It could prove to be beneficial for both the municipality and these development agencies to create a strong and integrated approach to developing the WLM area, and to work together on developing projects and the communities.

LED Unit's Responsibilities: The LED unit should, where necessary, create and maintain a strong working relationship with the development agencies and other supporting structures in the region and province. This would assist entrepreneurs and SMME's in the WLM to have improved access to these supporting structures.

13.2.1.3. Determine strategic importance of priority projects

Although the identified projects were listed and prioritised in the previous sections, these projects will need to be aligned to the other strategic documents of the WLM, such as the IDP and GDS. In addition, cognisance should be taken to ensure that the prioritised projects align with these strategies. Should these projects not be fully aligned, or it is decided that other projects with a

higher strategic importance be implemented instead of the prioritised projects, the LED unit should develop and apply the modified prioritisation criteria accordingly.

LED Unit's Responsibilities: the LED unit should ensure that all prioritised projects be aligned to the strategic documents and vision for the WLM before implementing the projects.

13.2.1.4. Local business community consultation

Consultation with the local business community should be coordinated by the WLM and other stakeholders involved. This process is designed to generate buy-in from local business owners, including financial and non-financial participation, as well as ensuring that these individuals understand and exploit the potential opportunities created by such investment. The consultative process will also establish the role of local entrepreneurs in facilitating project implementation and related economic opportunities.

LED Unit's Responsibilities: The responsibility of the LED unit is to coordinate initial consultations with the local business community and entrepreneurs. These consultations will be structured as information sessions, for the purpose of distributing information on the prioritised projects and gathering data on businesses and entrepreneurs. The LED unit will utilise the information gathered in these sessions to determine the growth of the various sectors, the needs of business owners and SMME's, as well as opportunities for potential future projects.

13.2.2. Phase 2: Project Preparation

The second phase of the implementation model involves project specific actions, which comprise the planning and coordination necessary for effective project implementation. Each recommended action in this process is summarised below, followed by a description of the LED unit's roles and responsibilities in this process:

13.2.2.1. Project conceptualisation, scoping and design

The purpose of this step is to prepare the project for implementation. Through this process the projects parameters and activities will be determined and the person identified who will be responsible for the specific projects implementation. The allocation of each project to a qualified and experienced manager or LED unit member will ensure that projects are efficiently coordinated and implemented. It will also allow for enhanced accountability within the development process.

13.2.2.2. Identify project location

Once the project to be implemented has been conceptualised, designed and extensively researched, the next step would be to identify where it will be located. These considerations include the environment to operate in, and the town or area of choice. Thereafter, it is important to see whether there is any land available. It should be noted that some land belongs to private owners, while other land has been identified for redistribution under the Land Reform and Restitution Programme. Such land cannot be sold to investors or to the municipality. The following factors should be considered carefully before land should be allocated to the various projects:

- Proximity and accessibility to transport routes and/or the target market
- Proximity to the inputs such as raw materials and labour
- Bulk and geotechnical capacity of the land

13.2.2.3. Scoping analysis

The purpose of the scoping analysis, which should be conducted by the LED unit, is to provide a thorough description of the proposed project and market analysis, to ultimately determine the viability of the prioritised project. Scoping analyses are conducted first to identify and compare various alternatives before final decisions are made. This process will provide comprehensive information on the project, thus enabling investor attraction, while also eliminating non-viable undertakings prior to any main financial commitment.

13.2.2.4. Business structure and investor identification

The purpose of this step would be to identify potential stakeholders and/or business investors for each of the prioritised projects. Utilising information from the scoping analysis, the LED unit should determine the optimal business structure for the project, for instance a public-private partnership, closed corporation, non-profit (Section 21) entity, etc. Given this business structure appropriate private and public sector investors will be matched to the project and invited to participate in the planning and implementation process. Investors might require feasibility studies and business plans to gain a better understanding of the projects.

13.2.2.5. Feasibility analysis and business plan development

This step requires that a full feasibility analysis for the project be conducted, including costing and finance recovery plans. Feasibility assessments essentially include a location analysis, an initial environmental assessment, market research (demand and supply analysis), identification and quantification of income streams and the identification of potential funding sources. The development concept is then developed and concrete concept designing and planning is done. This improved analysis will be then be incorporated into a bankable business plan for the purpose of securing investment, as the business plan describes how the project will be executed. Although these documents will be compiled by the LED unit, outsourced companies could play an important role in sourcing local information such as infrastructure quality, labour availability, and costing.

13.2.2.6. Role and function of non-financial support structures

The South African government and the private sector provide various support structures to assist with project implementation and management (see Section 3 for a detailed list of organisations). The LED unit should identify and assess these structures and, where appropriate, link them to the project manager of the prioritised projects to increase the likelihood of successful implementation.

LED Unit's Responsibilities: The LED unit will be largely responsible for all steps involved in project preparation. This begins with project conceptualisation, scoping and design according to local needs and priorities, as well as consulting on the identification and role of the project manager. The LED unit will also be responsible for compiling the studies required prior to project implementation including the scoping analysis, feasibility analysis, and business plan. These studies will incorporate local information provided by the WLM,. In addition the LED unit will engage in consultative efforts to determine the ideal sites for implementation, as well as their availability, cost and conditions of use. The LED unit will also identify the optimal business structure given the characteristics of the project as well as comprise a short list of potential investors. Finally, the LED unit will identify support structures which are able to provide relevant non-financial support. The outcomes of each of these actions will be systematically communicated to the individual project manager.

13.2.3. Phase 3: Project Implementation

The third and final phase of the model addresses the actual project implementation. This implementation will occur in three distinct steps with the LED unit fulfilling a facilitative role in this process.

13.2.3.1. Financial and operational management

This step involves the sourcing of finance from identified investment partners in the public and private sector as well as the implementation of mechanisms and processes to ensure cost-effective and transparent financial management. In addition, the development of an operational management system is necessary to ensure efficient project management and reporting.

LED Unit's Responsibilities: The LED unit, in collaboration with the development agencies and the individual project managers, is responsible for compiling a financial and operational management system to govern each intervention. The LED unit will also identify public institutions and private enterprise with the experience and capacity to invest in the specific project and provide these investors with relevant information including feasibility analysis and business plans.

13.2.3.2. Facilitate implementation

The implementation of each project will be conducted by the project manager and affiliated investors/stakeholders. Thus, the project team will act in a largely facilitative and supporting role providing coordination and advice.

LED Unit's Responsibilities: To facilitate project implementation the project team will be responsible for coordinating the efforts of stakeholders, including the project manager and investors, in conjunction with established development bodies. The project team will also assist in ensuring efficient construction timelines and procurement mechanisms.

13.2.3.3. Project handover and monitoring

The final step in the implementation model involves transferring the project to the linked investors and the project manager. At this stage the role of the LED unit will become strictly consultative, while the WLM will participate in monitoring (utilising the project inventory system logic) and revenue re-investment.

LED Unit's Responsibilities: This step in the process requires that the LED unit extract themselves from the project allowing for independent operations, while monitoring the project. The focus of the LED unit will shift to the implementation of other priority projects.

9.3. Implementation Action Plan

In order to successfully implement the priority projects listed in the preceding sections of the report, an implementation plan with key actions and implementation timeframes are suggested in this subsection. The proposed actions aim to facilitate the implementation of key bankable projects; the advancement of projects along the project implementation process; and the creation of a supporting environment conducive to the development of local economic projects in the WLM.

STEP	ACTION	PRIORITY
PHASE: 1		
1	Identify necessary critical skills required within the municipality and include within municipal skills development plan.	Critical
	Acquire and implement appropriate software and information systems that will improve productivity and capacity of relevant local officials (e.g. geographic information systems, business database, etc.).	Short-term
	Identify appropriate strategies/projects for potential public private partnership ventures.	Short-term
	Analyse relevant social and labour plans of mining companies and other Corporate Social Investment Projects of companies active in district and identify potential opportunities for cooperation.	Critical
	Undertake a strategic alignment process with the contents of the municipal and district IDP's and other sector plans to ensure synergy between various strategies and initiatives.	Critical
	Communicate and make available LED strategy, and provide opportunity for stakeholders to provide input e.g. comments, more ideas or initiative projects.	Critical
	Monitor and evaluate LED strategies on a regular basis.	Ongoing
	Develop a monitoring and evaluation system to collate information in a central database.	Ongoing, Medium-term
PHASE: 2		
2	Determine and undertake the project conceptualisation, complete project scoping and design.	Short-term
	Determine the stakeholders that could be involved in each project.	Short-term
	Identify potential project locations for each project based on the size of the project.	Short-term
	Enquire about location availability and suitability.	Short-term
	Undertake scoping analyses for the nine prioritised projects.	Short-term

STEP	ACTION	PRIORITY
	Consider and evaluate alternatives based on the outcomes of the scoping analysis studies.	Short-term
	Determine the best alternative project concept.	Short-term
PHASE: 3		
3	Identify potential investors and/or funding sources for the priority projects.	Medium term
	Identify potential investors and/or funding sources for all of the listed projects from the opportunity analysis.	Short-term
	Undertake full feasibility studies on the nine priority projects.	Medium-term
	Develop and complete business plans for the nine priority projects.	Medium-term
	Identify and assess non-financial support structures.	Medium-term
	Link priority projects with non-financial support structures where necessary.	Medium-term
	Source finance from identified investment partners.	Medium-term
	Implement mechanisms and processes to ensure cost-effective and transparent financial management.	Long-term
	Develop an operational management system for effective management.	Long-term
	Coordinate efforts of stakeholders during implementation process.	Medium-term
	Facilitate and support project implementation.	Ongoing, Medium-term
	Develop monitoring and evaluation measures/ matrix.	Medium-term
	Continuously update the project list.	Ongoing, Long-term
	Revise or revisit LED and/or projects every year where necessary.	Ongoing, Long-term

9.4. Monitoring and Evaluation

To ensure that the LED strategy is implemented effectively, it is necessary to monitor and evaluate the effect of the LED initiatives on the local economy. This is because monitoring and evaluation has the potential to enable the following:

- understanding the extent to which the projects are meeting their objectives
- create greater transparency and accountability
- provide project staff with a clearer basis for decision-making through monitoring and evaluation information and
- improve future project planning and development as it will ensure lessons that will be learned from project experience

Therefore once the above has been determined, consistent monitoring and evaluation will enable the municipality to take corrective action if LED initiatives do not have the desired impact, as well as replicate and/or expand successful projects.

As a result, this section identifies the approach that the WLM would need to follow in order to monitor and evaluate the impact of the LED initiatives that will be implemented based on this strategy. There are two potential approaches to monitor and evaluate the impact of the LED strategy, namely: the direct and indirect impact of the LED strategy. The direct impact approach requires measures be put in place to determine the impact of each project. However, this approach is too costly and time-consuming and therefore the indirect approach is recommended. The indirect approach makes use of indicators to determine the impact of the projects, such as changes in economic or social data. These indices can easily be used to determine whether projects are successful or not, and should be used accordingly. Finally, these projects could be monitored and evaluated by making use of the evaluation matrix of the WLM, where Key Performance Indicators (KPIs) are assigned to each pre-determined objective and performance measured against the number of objectives achieved within the given timeline.

9.5. Conclusion

The implementation plan section of this project aimed to describe the various steps and considerations in project implementation and planning. The implementation process outlined and described the implementation model or approach, which is divided into three phases: the creation of an enabling environment, project preparation and project implementation. Each of these three phases contains additional actions which are to be followed in order to ensure successful implementation. An implementation action plan is also provided, indicating specific actions to be taken along with the timeframes associated with the relevant action. Finally, this section discussed monitoring and evaluation options for managing the priority projects throughout the implementation process.

ANNEXURES

ANNEXURE A: Project Prioritisation

NUMBER	PROJECT	PROJECT SIZE	PRIORITISATION CRITERIA												PROJECT EVALUATION			TOTAL IMPACT
			Increase employment	Improve skills	Build a green economy	Strategic importance	Increase local procurement	BEE/ Capacity building	SMME Development	Potential catalytic project	Diversify the economy	Sustainability	Export potential for final products	Forward and backward linkages	Total 'low' impact	Total 'medium' impact	Total 'high' impact	
1	Poultry farming (broiler and egg production)	Medium	3	3	3	3	3	3	3	3	2	3	3	3	0	1	11	116
2	Grain beneficiation plant (extruder)	Small	3	3	2	3	3	3	3	3	3	3	3	3	0	1	11	116
3	Sunflower seed crushing plant	Large	3	3	2	3	3	3	3	3	3	3	3	3	0	1	11	116
4	Organic fertilisation, e.g. Vermiculture / Chicken manure	Small	3	3	3	3	3	3	3	2	3	3	3	2	0	2	10	112
5	Spaza plaza retail concept (SMME's)	Medium	3	3	2	3	3	3	3	3	3	3	1	3	1	1	10	108
6	Establishment of tyre recycling factory	Large	3	3	3	3	3	3	2	2	3	3	2	3	0	3	9	108
7	Vegetable production (Hydroponics)	Small	3	3	3	3	3	3	3	2	2	3	3	2	0	3	9	108
8	Manufacturing of mining apparel	Medium	3	3	2	3	3	3	3	2	3	3	3	2	0	3	9	108
9	Expansion of existing container park	Small	3	3	2	3	3	3	3	2	3	3	1	3	1	2	9	104
10	Broiler processing and packaging	Medium	3	2	2	3	3	3	2	3	3	3	2	3	0	4	8	104
11	Manufacturing of rakes, shovels, irrigation components, etc.	Small	3	3	1	2	3	3	3	3	3	3	2	2	1	3	8	100
12	Animal feed	Medium	2	2	2	3	3	3	2	2	3	3	3	3	0	5	7	100

13	Solar panel geyser manufacturing	Large	3	3	3	3	2	3	2	2	3	3	2	2	0	5	7	100
14	Gold processing	Medium	3	3	2	3	2	3	2	2	3	3	3	2	0	5	7	100
15	Production of essential oils	Small	3	3	3	2	2	3	3	2	2	3	3	2	0	5	7	100
16	Manufacturing of power tools, measuring tools, essential components, etc.	Medium	3	3	1	2	3	3	3	2	3	3	2	3	1	3	8	100
17	Intensive, small scale irrigation maize production (smallholdings)	Small	2	2	3	2	3	3	2	2	2	3	3	3	0	6	6	96
18	Urban mining (process of reclaiming compounds and elements from products, buildings and waste, e.g. IT equipment, construction sites, technological hardware, etc.)	Large	3	3	3	2	2	3	2	2	3	2	2	2	0	7	5	92
19	Manufacturing of a whale concept filter	Medium	3	3	2	2	2	3	2	2	3	3	2	2	0	7	5	92
20	Manufacturing of containers and construction equipment	Medium	3	3	1	3	2	3	3	2	3	2	2	2	1	5	6	92
21	Development of business incubators	Small	3	3	2	2	2	3	3	2	3	2	2	2	0	7	5	92
22	Retail distribution centre	Medium	3	3	2	2	2	3	3	2	3	2	2	2	0	7	5	92
23	Co-operative procurement project	Small	3	3	2	2	3	3	3	2	2	2	2	2	0	7	5	92
24	Service/ repair hub: repairs to mining and manufacturing equipment	Medium	3	3	2	2	2	2	2	2	3	3	1	3	1	6	5	88
25	Service/ repair hub: repairs to scrapyard and second hand parts platform	Medium	3	3	2	2	2	2	2	2	3	3	1	3	1	6	5	88
26	Demonstration of various of agricultural practices on plots throughout the area	Small	3	3	3	3	2	2	3	2	2	2	1	2	1	6	5	88
27	SMME Support walk-in centre	Small	2	3	2	2	2	3	3	2	3	2	2	2	0	8	4	88
28	Rehabilitation of the mining dumps (treating and restoring the mine dumps to pre-mining state)	Large	3	3	3	3	2	2	2	3	2	2	1	1	2	5	5	84
29	Establishment of a glass recycling factory	Medium	2	3	3	2	2	2	2	2	3	2	2	2	0	9	3	84
30	Business process outsourcing development	Small	3	3	2	2	2	2	3	2	3	2	1	2	1	7	4	84
31	Tours to the mines and mining museum	Small	2	3	2	2	2	3	2	2	3	3	1	2	1	7	4	84
32	Accommodation: Container hotel	Small	2	2	2	2	2	3	2	2	3	2	2	3	0	9	3	84
33	Accommodation: Trailer park hotel (Old Mac Daddy concept)	Small	2	2	2	2	2	3	2	2	3	2	2	3	0	9	3	84
34	Water purification programme e.g. Anglo American's New Vaal Colliery water purification programme)	Large	3	2	3	3	2	2	1	2	3	2	1	2	2	6	4	80


35	N12/R28 Intersection Crafters Market and Cultural Village along the N12 Treasure Route (Arts and crafts stalls, Farmer's market, Food stalls, Cultural village, Visitor Information Services Centre)	Small	3	2	2	2	2	3	2	2	3	2	1	2	1	8	3	80
36	Tourists visiting the large commercial farms in the area, e.g. Vermiculture tours, hydroponics tours, etc.	Small	3	3	2	2	3	3	1	2	2	2	1	2	2	6	4	80
37	Establishment of an educational institution linked to the leading sectors	Medium	3	3	1	3	1	3	2	1	2	2	1	2	4	4	4	72
38	Amampondo development	Medium	2	2	1	2	2	2	2	2	3	2	2	2	1	10	1	72
39	Promotion of training in scarce skills	Small	2	3	1	3	1	3	2	1	2	2	1	2	4	5	3	68
40	Service provision to industrialists and farmers (e.g. crop insurance, etc.)	Small	3	2	1	2	1	2	3	1	2	2	1	2	4	6	2	64

ANNEXURE B: Scoping analysis studies

Scoping analyses have been conducted for each of the top three prioritised projects, and are listed as follows:

1. Grain Beneficiation (Extruder)
2. Organic fertilization (Vermiculture)
3. Vegetable production (Hydroponics)
4. Poultry Farming (Broiler and egg production)
5. Spaza Plaza Retail Concept (SMMEs)
6. Manufacturing of Mining Apparel
7. Sunflower seed crushing plant
8. Tyre recycling project


The Scoping analyses include research undertaken on topics such as the nature of the project, the rationale of the project, demand factors, local and national competitors, export potential, required skills, linkages that could be created and technological requirements.

	<h3>1. Grain Beneficiation (Extruder)</h3>
<p>Opportunity</p>	<p>The establishment of a Grain beneficiation plant in Westonaria Local municipality.</p>
<p>Nature of the Project</p>	<p>The purpose of this venture is to set up the production facility to extrude grains into finished product. The following products can be processed at the grain beneficiation plant:</p> <ul style="list-style-type: none"> • Breakfast cereal. • Snack products. • Health bars. • Aquaculture feed pellets. • Animal food. • Sunflower oil.

Rationale	<p>Agriculture is one of the main contributors to the WLM's economy, wheat, maize, sunflower farming dominates this sector. A market for grain beneficiation exists in the area, with Westonaria having a competitive advantage due to large farming activities in the area. Another factor to be taken into cognisance is the presence of industrial manufacturing in the neighbouring LM's which offer services such as on-going maintenance of equipment and research. Proximity of the district to the large Gauteng market also offers advantage to the project, as most of the food and beverages hubs are situated in Gauteng</p>								
Demand	<p>Based on preliminary research there is a demand of cereal in Africa. Analysis of past trend showed that in most countries in Africa there has been a decline or stagnation of per capita cereal production. The major challenges for most African countries will be to keep up the level of cereal supply and transition to better nutritional in pace with population growth and safeguarding the sustainability of the resources.</p>								
Competition	<p>The following companies will be potential competitors or partners once the facility has been established:</p> <ol style="list-style-type: none"> 1. Kellogg's- producers of the leading breakfast cereals Kellogg's corn flakes, their factory are situated in Springs, Gauteng. 2. Bokomo foods, a division of Pioneer group- the manufacturing plant is based in Wadeville, Gauteng. They produced the breakfast cereals like Bokomo cornflakes, Weet Bix and Pro Nutro. 3. Nova feeds- Manufacturers a variety of animal feed solutions for intensive commercial livestock farmers producing dairy, poultry, ostrich and other related products. The nearest factory is in Bon Accord, Pretoria. 4. Nestle- The competitive plant where cereals are being produced is in Babelegi, Hammanskraal. There is a factory in Potchefstroom but only produces coffee creamer. 5. Foodcorp- They produce leading pet food brands like Dogmor, Bobcat, Bobtail and Nola sunflower oil. The nearest factory is based in Randfontein, Gauteng. 6. Epol- Producers of various animal feeds, their nearest factory is situated in Rustenburg, North West. 								
Export Potential	<p>Based on the DTI's Decision Support Model opportunities exist in the following countries:</p> <table> <tr> <td>1. Botswana.</td><td>6. Tunisia.</td></tr> <tr> <td>2. Ghana.</td><td>7. Swaziland.</td></tr> <tr> <td>3. Mauritius.</td><td>8. Brazil.</td></tr> <tr> <td>4. Mozambique.</td><td>9. France.</td></tr> </table>	1. Botswana.	6. Tunisia.	2. Ghana.	7. Swaziland.	3. Mauritius.	8. Brazil.	4. Mozambique.	9. France.
1. Botswana.	6. Tunisia.								
2. Ghana.	7. Swaziland.								
3. Mauritius.	8. Brazil.								
4. Mozambique.	9. France.								

	5. Namibia. 10. Germany.
Raw Materials	<p>The agricultural produce from the district that will be used as inputs for the new products:</p> <ol style="list-style-type: none"> 1. Maize. 2. Wheat. 3. Rice. 4. Sorghum. 5. Soy. 6. Sunflower.
Skills Requirements	<p>The following represents the estimated skills requirement of operating the facility optimally and productive;</p> <ul style="list-style-type: none"> • Highly skilled labour will represent 15% of the total labour employed, • Semi-skilled labour will account for 85% of total labour employed, • Unskilled labour will account for the remaining 5% that will be employed at the facility. <p>Workers at the facility will receive support from the neighbouring industrial sectors in the form of on-going maintenance of the equipment, product development, research and training.</p>
Location	<p>An ideal location for this venture will be preferably in an industrial area in the WLM. Westonaria town will be suitable for establishing this kind of a project, because of its centrality and proximity to the inputs market (Agricultural products).</p>
Linkages	<p>Backward Linkages</p> <ol style="list-style-type: none"> 1. Manufacturing of the extruder- the centre for advance manufacturing will benefit as they will have to supply the plant with the relevant technology and equipment. 2. Agricultural sector - more agricultural products will be acquired from the local farming community. 3. Transport (logistics) - an external company will be required for transporting grains from farmers to the manufacturing plant. <p>Forward Linkages</p> <ol style="list-style-type: none"> 1. Packaging and distribution- an SMME can be used to package and distribute the products produced from the plant. 2. Warehousing- an additional storage capacity can be rented out


	<p>when the centre has produced large quantity of products.</p> <p>3. Transport- Logistics Company to distribute the final products to the market will be required.</p>
Technology Requirement	<ul style="list-style-type: none"> • Extrusion equipment (costs in the region of R2.5 million to R5 million depending on the size and production yield required by manufacturer) • Testing of products (laboratory) • Packaging and labelling

	<h2>2. Organic fertilisation (vermiculture)</h2>
Opportunity	<p>The opportunity exists for emerging entrepreneurs in association with the private sector to establish a vermiculture (worm farming) facility.</p>
Nature of the Project	<p>Vermiculture, also known as vermicomposting, is the act of turning organic waste materials into compost by feeding them to worms. After the worms eat and dispose of organic waste, the remaining product becomes a nutrient rich soil that can be used for a variety of agricultural applications.</p> <p>The proposed facility will produce organic fertilizer which will be used to fertilize agricultural crops and vegetable farms in the area. The fertilizer will be specifically aimed at the agricultural sector, but other sectors such as trade will not be excluded.</p>
Rationale	<p>Due to the world's increased focus on "living green" and "greening" of our economies and lifestyles, people around the world has come up with new ideas and initiatives of how greening, recycling and renewing can become a part of our everyday lives.</p> <p>Organic compost is believed to be the cleanest in the world. With this project, the WLM can encourage communities to live greener by turning their organic waste into a useful product, while at the same time earning some income from it. Vermiculture can be just as successfully farmed on small scale as it can be commercially, highlighting its potential in the rural and lower income communities. In addition, the project will</p>

	<p>contribute towards job creation in the WLM and diversifying the economic base through producing and distributing organic fertilizer.</p> <p>The vermicompost, in both its forms, will be incorporated into the agricultural sector of the WLM, and producers will be able to see to their own fertilizer needs, instead of having to buy compost, which will lower their cost of production and lead to a wider profit margin.</p> <p>The proposed facility is also geographically very well positioned. Apart from the substantial agricultural industry situated within the WLM, the facility will also gain significantly from the very established agricultural industry in the WRDM and the neighbouring provinces of North West and the Free State.</p>
Demand	<p>The vermiculture facility and individual domestic facilities will have three distinct target markets which are classified as follows:</p> <ul style="list-style-type: none"> • Primary market: The primary target market for utilisation of the product manufactured by the proposed facility is the agricultural farms and facilities in the WLM and surrounding municipalities. Given the growth of the organic fertilizer market in the past couple of years, it is expected that the market is not satisfied yet and new opportunities arise in the organic fertilizer often. • Secondary market: The secondary target market is comprised of domestic consumers who also make use of the proposed facilities' manufactured products. These include for instance, worm tea and worm castings, which is used domestically as garden fertilizer. • Tertiary market: The tertiary market is comprised of the agricultural and domestic consumers throughout South Africa as well as Africa (export markets).
Competition	<p>The following companies could be competition for the proposed business venture:</p> <ul style="list-style-type: none"> • Turfnet (Johannesburg) • Worms Galore (Gauteng) • Worm Farm (Johannesburg) • Fertilis Earthworm Castings (South Africa)
Export Potential	<p>There is a strong demand for protective gear and mining apparel internationally as well as in the Africa continent. Below is a list of countries with a high demand in terms of value:</p>

	<ul style="list-style-type: none"> • International <ul style="list-style-type: none"> ○ China ○ United Arab Emirates ○ India ○ United States • African countries <ul style="list-style-type: none"> ○ Namibia ○ Nigeria ○ Egypt ○ Zimbabwe
Skills Requirements	<p>The distribution of employees according to the various skill levels are as follows:</p> <ul style="list-style-type: none"> • High-skilled employees (10%) – the highly skilled workforce will consist of a Managing Director, a Head of Operations, three Technical and Process specialist (process management) a Human-Resources & Financial administrator as well as a Marketing and Sales Manager. • Semi-skilled employees (25%) – this group of employees will consist of one personal assistant to the professional staff, one Stock Receiver and Storage Coordinator, and three process supervisors/foremen. • Low-skill employees (65%) – the majority of the employees at the vermiculture facility will be low-skilled labourers working in producing and harvesting the vermicompost.
Location	<p>The facility could be located in the WLM; preferably in close proximity to the farms or rural areas. A good location would be where there are good access roads to major markets, such as the N12. It is also suggested that worm bins be provided to interested local households, where they would be able to take care of the worms at home and sell the worm tea for themselves,</p>
Linkages	<p>The forward and backward linkages for the vermiculture organic fertilizer venture are:</p> <p>1. Backward linkages</p> <p>The proposed facility will have a number of backward linkages in the economy. The potential backward linkage opportunities include:</p> <ul style="list-style-type: none"> • Food market • Vegetable production • Distribution of vegetables to vermiculture farms • Manufacturers of worm houses <p>2. Forward linkages</p>


	<p>Apart from the backward linkages it is foreseen that the facility programme will create a forward linkage in the economy with:</p> <ul style="list-style-type: none"> • Fertilizer traders and exporters • Manufacturers of specialised vermicompost and worm tea • Distributors to other markets
Technology	The technology required to manufacture mining apparel is not too sophisticated and could be sourced locally, such as the worm houses.

	<h3>3. Vegetable Production (Hydroponics)</h3>
Opportunity	The potential investment opportunity exists for emerging farmers to produce fresh vegetables through an agricultural system called hydroponics.
Nature of the Project	<p>In Latin, the word hydroponics means literally "water working." According to Wikipedia Hydroponics is a method of growing plants using mineral nutrient solutions, in water, without soil. Terrestrial plants may be grown with their roots in the mineral nutrient solution only or in an inert medium, such as perlite, gravel, mineral wool, or coconut husk.</p> <p>Hydroponics is a high yield, environmentally controlled growing system which provides excellent yields within economically utilised spaces. Higher planting density results in higher yields as the grow area is 100% utilised. The hydroponics system in the WLM will focus on high value vegetables (lettuce, cucumber, baby tomatoes, red pepper, baby cabbage, radish, celery). The HydroWorkz modular hydroponics system will accommodate several levels of farmers based on the size of units chosen. That is, the units will be modularly based, and can be expanded from 90m² to 1080m² growing areas in multiples of 90m².</p>
Rationale	The proposed number of households which are located in the WLM should create a high demand for vegetable products. The future demand for vegetables is also expected to increase due to the expected food shortage in South Africa and the rest of Sub-Sahara Africa. Hydroponics is an agricultural method that adheres to the green economy principals which requires smaller portions of land compared to open field farming

	<p>and are ideal for areas with water shortage. It is also expected that a high number of job opportunities could be created by implementing the specific agricultural technique. It is also not too difficult for emerging entrepreneurs to enter the market.</p> <p>The unique features of the Hydroponics system include:</p> <ul style="list-style-type: none"> • No crop rotation • No dependence on the availability of arable land • Isolation from pests and diseases normally found in soil • Much more efficient insect/pest and disease control • Direct and immediate control over the rhizosphere • High density of planting • Higher yields (4x and more) • Flood irrigation and the recycling of water and nutrients • Adequate ventilation ratio in relation to planning area • Ease of cleaning the system • Higher efficiency of labour input • Year round production • All growth factors are optimized (ideal PH etc.) • Higher quality control • No need to fertilize • Cleanliness • Uniform results • Ease of starting new plants • Quality is higher, plants look better • Water stress in hot conditions is significantly reduced • Faster maturity – balances controlled nutrient diet • Ease of maintenance • No more complicated than traditional agricultural methods
Demand	<p>The Hydroponics system will have three distinct target markets, namely:</p> <ul style="list-style-type: none"> • Primary market opportunities: The 40,103 households residing in the WLM will be the main target market for the emerging Hydroponic farmers at first. This in itself will present substantial and immediate cash market for the emerging farmer. • Secondary market: Will comprise of the WRDM and surrounding market population. The demand could be created through injections in the market from people who have access to private motor vehicles. The secondary market could also be created from a fresh produce market. • Tertiary market: The tertiary market would comprise of special


	<p>produce such as pharmaceutical sector and the organic market sector.</p> <ul style="list-style-type: none"> • Fresh produce markets: The farmers engaged in this project will access a number of potential buyers through established formal markets, which will include various Fresh Produce Markets; the Fruit and Veg franchise group, large supermarket chains and smaller merchants • Informal trade: The informal trade market will also have a significant market share in the demand for vegetables in the WLM. 										
Industry participants	<p>There are several vegetable producers in the area but they are not able to meet the requirements of the current local consumer. There will be an additional number of consumers who will come into the market as a result of the Hydroponics project. Economies of scale are achievable through training and skills development.</p>										
Export Potential	<p>A significant number of opportunities exist for vegetable exports to the following countries:</p> <table> <tr> <td>1. Netherlands</td><td>6. Zimbabwe</td></tr> <tr> <td>2. United Kingdom</td><td>7. United Arab Emirates</td></tr> <tr> <td>3. Hong Kong</td><td>8. United States</td></tr> <tr> <td>4. Malaysia</td><td>9. Mozambique</td></tr> <tr> <td>5. Germany</td><td>10. Angola</td></tr> </table>	1. Netherlands	6. Zimbabwe	2. United Kingdom	7. United Arab Emirates	3. Hong Kong	8. United States	4. Malaysia	9. Mozambique	5. Germany	10. Angola
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Skills Requirements	<p>The process is relatively simple and the skills required not too extensive. A short training course should be provided to emerging farmers who would like to specialise in Hydroponics. The following represents the estimated skills requirement of operating the facility optimally and productive:</p> <ul style="list-style-type: none"> • Highly skilled labour- will represents 20% of total labour employed. • Semi-skilled labour- will account for 35% of total labour employed. • Unskilled labour- 45% of workers employed. 										
Location	<p>An ideal location for this venture will be the surrounding smallholdings in the WLM. A location near the N12/T28 intersection will be suitable for establishing this kind of a project, because of the high number of population the surrounding areas. In addition, the N12 is very advantageous because of high traffic volumes, which would be able to transport the products to the Gauteng market.</p>										

<p>Linkages</p>	<p>Backward Linkages</p> <p>The hydroponics agricultural system will have a number of backward linkages in the economy. The success of the backward linkages will be determined through the success of the Hydroponics programme in the WLM. The backward linkages opportunities include:</p> <ul style="list-style-type: none"> ▪ Training facilities for the farmers ▪ Farming equipment shop ▪ Hydroponics Maintenance Company ▪ Construction <p>Forward Linkages</p> <p>Apart from the backward linkages it is foreseen that the Hydroponics programme will create a number of forward linkages in the economy, including:</p> <ul style="list-style-type: none"> ▪ Logistics company ▪ Warehousing ▪ Beneficiation plant ▪ Fresh produce market
<p>Technology Requirements</p>	<p>There are a number of different techniques that can be used for Hydroponic farming. The technique that should be used as part of the WLM LED project should be determined by agricultural specialists.</p> <p>According to Wikipedia, the two main types of hydroponics are solution culture and medium culture, and can be explained as follows:</p> <ul style="list-style-type: none"> • Solution culture does not use a solid medium for the roots, just the nutrient solution. The three main types of solution cultures are <ul style="list-style-type: none"> ○ static solution culture, ○ continuous-flow solution culture, and ○ aeroponics. • The medium culture method has a solid medium for the roots and is named for the type of medium, e.g., <ul style="list-style-type: none"> ○ sand culture, ○ gravel culture, or ○ rockwool culture. <p>Wikipedia further indicates that there are two main variations for each medium, sub-irrigation and top irrigation. For all techniques, most hydroponic reservoirs are now built of plastic and the containers should exclude light to prevent algae growth in the nutrient solution.</p>

	<h4>4. Poultry Farming (Broiler and egg production)</h4>
Opportunity	<p>The opportunity exists for an emerging entrepreneur in association with the private sector to establish a poultry farming facility.</p>
Nature of the Project	<p>The proposed facility will focus on the intensive production of broilers and eggs for the local and provincial commercial market with chicken meat and eggs. Additional by-products that could also be created by this facility include chicken manure and feathers. However, the main products will be the broilers and eggs.</p>
Rationale	<p>According to the South African Poultry Association (SAPA), the poultry industry (including meat and eggs) continues to dominate the South African agricultural sector, and is the key supplier in terms of kilogram and protein, given the fact that, annually, more poultry products are consumed than all other animal protein sources combined. An upward trend in poultry consumption has also been evident over the past five years, indicating the growth in the demand for poultry products.</p> <p>SAPA has also indicated that as the demand for broiler meat increases, the import numbers for broilers increase as well. This is an indication of the need to establish a poultry facility in the WLM with a dual purpose: to participate in food security by producing broilers and eggs, and to provide employment to the local people residing in the WLM.</p>
Demand	<p>The poultry production facility will have three distinct target markets which are classified as follows:</p> <ul style="list-style-type: none"> • Primary market: The primary target market for consumption of the products produced by the proposed poultry facility is the households and consumers residing in the WLM, WRDM and Gauteng. The demand is expected to be driven by the fact that poultry meat is relatively cheaper than beef and other meat sources, as well as the primary source of protein for certain religious groups and cultures. • Secondary market: The secondary target market is comprised of poultry packaging and processing factories in the province that manufacture processed chicken and non-consumables such as

	<p>dog and cat food.</p> <ul style="list-style-type: none"> • Tertiary market: The tertiary market is comprised of the households, consumers and retailers throughout South Africa as well as Africa (export markets) to tap into the market of providing food security in other countries.
Competition	<p>The following companies could be competition for the proposed business venture:</p> <ul style="list-style-type: none"> • Chubby Chick (North West) • KwikChix Poultry Farm (Gauteng) • Country Bird (Supreme) (Johannesburg) • Rainbow (South Africa)
Export Potential	<p>There is a strong demand for poultry and eggs internationally, especially from the SADC countries. Below is a list of countries with a high demand in terms of value:</p> <ul style="list-style-type: none"> • International <ul style="list-style-type: none"> ○ United Arab Emirates • African countries <ul style="list-style-type: none"> ○ Namibia ○ Mozambique ○ Zimbabwe ○ DRC ○ Angola
Skills Requirements	<p>The employee distribution according to the various skill levels are as follows:</p> <ul style="list-style-type: none"> • High-skilled employees (10%) – the highly skilled workforce will consist of a Managing Director, a Head of Operations, three Technical and Process specialist (process management) a Human-Resources & Financial administrator as well as a Marketing and Sales Manager. • Semi-skilled employees (35%) – this group of employees will consist of one personal assistant to the professional staff, one Stock Receiver and Storage Coordinator, and three process supervisors/foremen. • Low-skill employees (55%) – the majority of the employees at the poultry facility will be low-skilled labourers working in cleaning, general operation and feeding processes. Workers will also be needed for the slaughtering of the broilers and the collection of eggs at the facility.


Location	<p>The WLM contains a number of locations that would be suitable for the proposed poultry facility, of which the most suitable locations would entail those who are located on agricultural land not too far from the residential and retail areas. The close proximity of road and transport infrastructure is also of vital importance.</p>
Linkages	<p>The forward and backward linkages for the poultry production venture are:</p> <ul style="list-style-type: none"> • Backward linkages <p>The proposed facility will have a number of backward linkages in the economy. The potential backward linkage opportunities include:</p> <ul style="list-style-type: none"> • Agricultural produce • Transportation of chicken food and chicks • Forward linkages <p>Apart from the backward linkages it is foreseen that the facility programme will create a forward linkages in the economy with:</p> <ul style="list-style-type: none"> • Fertilisers (chicken manure) • Dog food (carcasses & waste from crops) • Value added chicken products e.g. convenience meals, pies, polony, viennas, etc. • Feather processing
Technology	<p>The technology required to produce broilers and eggs is not too sophisticated and could be sourced locally within the province. The following equipment will be required:</p> <ul style="list-style-type: none"> • Battery Cages for rearing, layers and breeders • Drinking systems • Feeding Systems • Manure removal systems including conveyors • Heating and ventilation • Egg handling including conveyors • Replacement parts • Steel structures

	<h2>5. Spaza Plaza Retail Concept (SMMEs)</h2>
<p>Opportunity</p>	<p>An opportunity exists for the development of multiple specialised retail facilities, referred to individually as a Spaza Plaza, as part of the Westonaria Local Municipality.</p>
<p>Nature of the Project</p>	<p>The Spaza Plaza concept comprises several shopping-centre-style retail facilities that are 100% owned by local entrepreneurs within a structured and secure business model. The facilities will typically be no bigger than approximately 2,500m² and consist of a variety of small shops/stalls that provide essential retail products and services to the directly surrounding community. The facilities will be spread throughout the Lufhereng development in order to serve the entire community.</p> <p>Each outlet will receive stock directly from suppliers and manufacturers via a warehouse and distribution system that form part of the Spaza Plaza facility development. Having a centralised warehouse will enable bulk purchases of goods for individual Spaza Plaza facilities to compete effectively with larger national retailers. Products are subsequently distributed to Spaza Plaza retail outlets by means of branded vehicles and bicycles. The drivers of these vehicles will be equipped with wireless communication equipment for order placement and delivery confirmation in order to create cashless trading opportunities.</p> <p>The facility will also aim to provide qualifications in key areas of business management, technical trades/vocations, and basic skills development. The courses on offer will be strategically designed to align with the needs of businesses and industries in the surrounding area thereby empowering graduates with relevant and suitable skills to immediately become actively involved in the economy at local level.</p> <p>The typical characteristics of the physical Spaza Plaza facility (Ultra - Small Convenience Shopping Centre) will be as follows:</p> <ul style="list-style-type: none"> • Comprise of 25-30 small businesses/shops offering comprehensive items required daily in a total floor space of less than 2,500m², • Serves approximately 5000 households, and 20 000 people (micro environment), • Travel time 5 minutes (walking only) with a maximum radius of approximately 500m – 2000m,

	<ul style="list-style-type: none"> • Conveniently located with good access, • Near schools to create additional community social centres.
Rationale	<p>One of the most popular means of income generation in low to middle income areas in South Africa is through the informal retailing of consumer goods and services. The most prevalent trading formats are in the form of spaza shops, selling from homes, tuck-shops, street traders and various informal micro enterprises. Due to a complete lack of professional resources this sector lacks efficient business skills and organisational structures as well as the necessary infrastructure. This sector is also facing pressure from national retailers that are increasingly expanding into marginalised areas. The recent trend of developing large shopping centres in townships has also negatively affected the informal retail market and has decreased opportunities of many small businesses to generate income. Unless this informal industry attains the required support capacity, infrastructure and technical expertise, it will fail to meet the needs of local consumers, and by implication, lose the potential to be an income generator for aspiring local SMME's.</p> <p>The Spaza Plaza concept aims to reverse this negative effect through the development of Spaza Plaza business hives. These business hives would provide the platform for local entrepreneurs and small businesses to attain the required support, business skills and infrastructure in order to compete against national retailers and inspire social and economic development at local level.</p>
Demand	<p>According to a study undertaken by Demacon, the market is very active at the moment due to South Africa's dualistic economy, which has been under-catered for a long time. The researchers argue that the second economy areas of South Africa don't have developed retail markets, but they are also under-regulated. It was indicated that support for local shops are well-supported by the residents of the particular area.</p>
Industry participants	<p>There are very few similar "Spaza plaza" container parks in South Africa, of which only one is planned for the WLM. The rural / informal settlements also have a scarcity of local shops and shopping centres, indicating the lack of competition in the market.</p>
Export Potential	<p>The export potential of the Spaza Plaza project will need to be determined by additional and more extensive research.</p>
Skills Requirements	<p>The following represents the estimated skills requirement of operating the facility optimally and productive;</p>

	<ul style="list-style-type: none"> • Highly skilled labour- will represents 5% of total labour employed. • Semi-skilled labour- will account for 45% of total labour employed. • Unskilled labour- 50% of workers employed.
Location	<p>The Spaza Plaza retail concept should ideally be located within the rural and informal settlements within the WLM. This will ensure the close proximity to the local residents and thus also a strong buyer base. A number of container parks like these can be implemented throughout the WLM.</p>
Linkages	<p>Backward Linkages</p> <p>The Spaza Plaza development will have a number of potential backward linkages in the economy, which includes the following:</p> <ul style="list-style-type: none"> ▪ Training and education - local entrepreneurs, informal traders and small retail business owners will be trained in enterprise development and management, ▪ Manufacturing – the Spaza Plaza development will purchase retail goods directly (via a central warehouse) from manufacturers of specific products in order to minimise the associated cost (wholesale/bulk buying), ▪ Agri-processing and producers (farmers) – the Spaza Plaza development will aim to purchase (via a central warehouse) fresh produce and food products from local suppliers , ▪ Storage (warehouse) and distribution – A central warehouse will be developed that will be responsible for purchasing bulk products directly from manufacturers and producers, thereby minimising the cost involved and enabling the individual Spaza Plazas to compete with national retailers, ▪ Product beneficiation (packaging and branding) – the products that are purchased in bulk from manufacturers and producers will be packaged and provided with local branding. This process will most likely only be launched after successful implementation of the Spaza Plaza concept, ▪ Logistics and transport of products – a distribution system needs to be established in order to transport the retail products from the warehouse to the individual Spaza Plaza facilities, ▪ Construction and maintenance – the construction of numerous Spaza Plaza's in the WLM as well as continued maintenance will


	<p>be required in order to successfully implement the concept.</p> <p>While the above values chain components not only resemble traditional retail and manufacturing value chains, it operates on the similar business principles and business modelling apart from the fact that each of the value chain and economic models are completely owned by local entrepreneurs from marginalised communities, effectively empowering our communities to become self-sufficient in the mass market consumer goods industry and effectively competing against corporate retail and manufacturing processes and value chains owned by a small number of shareholders and directors.</p>
Technology Requirements	There are no technological requirements for the establishment and development of this project.

	<h2>6. Manufacturing of Mining Apparel</h2>
Opportunity	The opportunity exists for an emerging entrepreneur in association with the private sector to establish a mining/industrial apparel manufacturing facility.
Nature of the Project	<p>The proposed facility will manufacture a range of work wear and protective products aimed at the manual labour market in industries such as mining, agriculture, manufacturing and construction. Variations on each product will allow entry into the various markets offered by each industry. The three principle products to be manufactured are as follows:</p> <ul style="list-style-type: none"> • Protective headgear – Hard hats, • Industrial clothing – Overalls, work wear, • Rubber boots (Gumboots).
Rationale	The industries highlighted to drive job creation in South Africa, according to the New Growth Path are infrastructure development, agriculture, mining, manufacturing , the "green" economy and tourism. The first four industries are all industries in which the majority of employees permanently wear at least one of the products that the proposed facility aims to produce. Therefore as these industries and the

	<p>applicable industry workforce expand, the market for the products that the proposed facility will manufacture expands as well.</p> <p>The products proposed facility will manufacture will cater directly to a market (employees in the four highlighted industries), whose growth has become a national priority.</p> <p>The proposed facility is also geographically very well positioned. Apart from the substantial mining industry situated within the WLM, the facility will also gain significantly from the very established mining industry in Gauteng and the remainder of the WRDM.</p>
Demand	<p>The industrial apparel manufacturing facility will have three distinct target markets which are classified as follows:</p> <ul style="list-style-type: none"> • Primary market: The primary target market for utilisation of the product manufactured by the proposed facility is the low and semi-skilled labourer/workforce in the WRDM and Gauteng, predominantly in the following industries: <ul style="list-style-type: none"> ○ Mining, ○ Manufacturing, ○ Agriculture, ○ Construction and infrastructure development. <p>The demand is expected to be driven by the priority that is invested in these industries to create employment over the next five to ten years. The products that the proposed facility will produce are also of a non/semi durable nature which means that continued provision of these products is required by workers in these industries.</p> <ul style="list-style-type: none"> • Secondary market: The secondary target market is comprised of non-industrial consumers who also make use of the proposed facilities' manufactured products. These include for instance, work wear and gumboots for household use, cleaning and gardening, industries such as performing arts (costumes etc.), sporting events, etc. • Tertiary market: The tertiary market is comprised of the industrial workforce in industries such as mining, manufacturing, agriculture and construction throughout South Africa as well as Africa (export markets).


Competition	<p>The following companies could be competition for the proposed business venture:</p> <ul style="list-style-type: none"> • Safeco (Johannesburg) • COD Mining supplies (Gauteng) • Jasper Manufacturing (Johannesburg) • Regan Corporate (Centurion)
Export Potential	<p>There is a strong demand for protective gear and mining apparel internationally as well as in the Africa continent. Below is a list of countries with a high demand in terms of value:</p> <ul style="list-style-type: none"> • International <ul style="list-style-type: none"> ○ France ○ United Kingdom ○ Germany ○ Belgium • African countries <ul style="list-style-type: none"> ○ Namibia ○ Zambia ○ Cameroon ○ Botswana ○ Mauritius
Skills Requirements	<p>The distribution of employees according to the various skill levels are as follows:</p> <ul style="list-style-type: none"> • High-skilled employees (10%) – the highly skilled workforce will consist of a Managing Director, a Head of Operations, three Technical and Process specialist (process management) a Human-Resources & Financial administrator as well as a Marketing and Sales Manager. • Semi-skilled employees (25%) – this group of employees will consist of one personal assistant to the professional staff, one Stock Receiver and Storage Coordinator, and three process supervisors/foremen. • Low-skill employees (65%) – the majority of the employees at the manufacturing facility will be low-skilled labourers working in manufacturing, machine operation and assembly processes.
Location	<p>The facility could be located in the WLM; the exact location would depend on the quality of the soil (very dolomitic areas might prove unsuitable). It is foreseen that the facility should be located in an industrial park with ample space for production and storage.</p>

<p>Linkages</p>	<p>The forward and backward linkages for the mining apparel manufacturing venture are:</p> <p>1. Backward linkages</p> <p>The proposed facility will have a number of backward linkages in the economy. The potential backward linkage opportunities include:</p> <ul style="list-style-type: none"> • Plastic and rubber recycling, • Plastic and rubber producers, • Fabric and textile producers (cotton producers) and or suppliers, • Manufacturers of machinery (compression and injection moulding and industrial knitting/sewing machines), • Research and development in textile and production technology <p>2. Forward linkages</p> <p>Apart from the backward linkages it is foreseen that the facility programme will create a forward linkage in the economy with:</p> <ul style="list-style-type: none"> • Hardware retailers and distributors.
<p>Technology</p>	<p>The technology required to manufacture mining apparel is not too sophisticated and could be sourced locally. The following equipment will be required:</p> <ul style="list-style-type: none"> • Plastic injection moulding, • Compression moulding • Industrial sewing machines

	<p>7. Sunflower seed crushing plant</p>
<p>Opportunity</p>	<p>An opportunity exists to establish a sunflower seed crushing plant in Westonaria Local Municipality.</p>
<p>Nature of the Project</p>	<p>The investment opportunity comprises the crushing of sunflower seed into sunflower oil and sunflower oilcake, which is a by-product of the oil extraction process. Sunflower oilcake is sold to animal feed manufacturers and Sunflower oil is regarded as a basic food product that is used on large scale for cooking purposes. Apart from the consumption by most households, it is also used by restaurants, hotels, food</p>

	processing companies. It is also being utilized as an ingredient for product such as margarine.										
Rationale	According to the Department of Agriculture, forestry and fisheries, the Gauteng province produced 1% of sunflower crop in South Africa in 2010. Most of the sunflower seed are transported to the major processing plants in Gauteng. The WLM is located in an advantageous position as it is close to the Gauteng market and there is also crop farming in the district.										
Demand	According to research, over the past decade the total demand for sunflower seed, derived from total demand of sunflower oil has increased to over 1 million tonnes, which makes South Africa a net importer. Important to note that it is not the seed or cake that is imported, but the sunflower crude oil.										
Competition	<p>The following companies represents potential competitors or partners:</p> <ol style="list-style-type: none"> 1. Nola industries- plants in Boksburg and Randburg, Gauteng. 2. Epic - plant situated in Southdale, Gauteng. 3. Epko- Lichtenburg, North West. 4. Senwesko- Viljoenskroon, North West. 5. Capital oil mills- Pietermaritzburg, Kwazulu-Natal. 6. Sealake- Pietermaritzburg, Kwazulu-Natal. 7. Elangeni oil & cake mills- Isithebe, Kwazulu-Natal. 										
Export Potential	<p>Based on the DTI's Decision Support Model opportunities exist in the following countries:</p> <table> <tr> <td>1. United Kingdom</td><td>6. France</td></tr> <tr> <td>2. Turkey</td><td>7. Seychelles</td></tr> <tr> <td>3. Netherlands</td><td>8. Mauritius</td></tr> <tr> <td>4. Italy</td><td>9. Namibia</td></tr> <tr> <td>5. Germany</td><td>10. Zimbabwe</td></tr> </table> <p>South Africa is exporting significant amounts to Zimbabwe and Namibia.</p>	1. United Kingdom	6. France	2. Turkey	7. Seychelles	3. Netherlands	8. Mauritius	4. Italy	9. Namibia	5. Germany	10. Zimbabwe
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2. Turkey	7. Seychelles										
3. Netherlands	8. Mauritius										
4. Italy	9. Namibia										
5. Germany	10. Zimbabwe										
Skills Requirements	<p>The following represents the estimated skills requirement of operating the facility optimally and productive;</p> <ul style="list-style-type: none"> • Highly skilled labour- will represents 50% of total labour employed • Semi-skilled labour- will account for 30% of total labour 										


	<p>employed.</p> <ul style="list-style-type: none"> • Unskilled labour- 20% of workers employed. <p>The facility will also operate as a skills transfer project to Semi-skilled and Unskilled labour.</p>
Location	<p>An ideal location for this venture will be preferably in the industrial areas of the WLM. Westonaria will be suitable for establishing this kind of a project, because of the farming activity in the area.</p>
Linkages	<p><u>Backward Linkages</u></p> <ol style="list-style-type: none"> 1. Supplier of Chemicals, pesticides, fertilizers to farmers before they can start producing 2. Agricultural farmers producing sunflower seeds. 3. Silos- that buys the sunflower seeds from farmers 4. Transport (logistics) - an external company will be required for transporting sunflower seeds to the plant. 5. Manufacturers of equipment like press machine and seed cleaning machine that will be used in the factory. <p><u>Forward Linkages</u></p> <ol style="list-style-type: none"> 1. Packaging and distribution- an SMME can be used to package distribute and market the products produced from the plant 2. Transport- Logistics Company to distribute the final products to the market will be required. 3. Animal feed manufacturers- the oil cake which is a by-product of the oil extraction process can be sold to feed manufacturers. 4. Refineries- an external company can be used to refine the sunflower crude oil. 5. Wholesaler- procure the product from manufacturers in large bulk and resell them to retailers 6. Retailers- They sell the final product to the ultimate consumers.
Technology Requirements	<ul style="list-style-type: none"> • Seed cleaning machine • Oil Press • Extraction machine • Degumming • Neutralization • Filling and Packaging • Labelling

	<h2>8. Tyre Recycling Plant</h2>
<p>Opportunity</p>	<p>An opportunity exists to establish a Waste Tyre Recycling Plant in the Westonaria Local Municipality</p>
<p>Nature of the Project</p>	<p>An investment opportunity comprises of building a sustainable tyre recycling plant that will be able to produce waste tyre products that are competitive in the rubber market. A waste tyre processing plant recycles car and truck tyres into valuable product called crumb rubber. The crumb rubber is used in numerous applications including:</p> <ol style="list-style-type: none"> 1. Indoor and outdoor athletics tracks. 2. Rubberised asphalt for paving. 3. Anti-fatigue mats. 4. Speed bumps. 5. Crack- filler and sealants for roadways. 6. Truck bed mats. 7. Weight lifting plates. 8. Tile adhesives. <p>By utilising cement kilns' controlled combustion environment, scrap tyres can be an environmentally-sound source of energy in the manufacturing of cement.</p>
<p>Rationale</p>	<p>With the ever increasing health and environmental concerns, the disposal of waste tyre is a growing problem all over the world. Only six percent of tyres in South Africa are recycled. This means that the remaining 94% of tyres are disposed of at landfill sites, dumped in the veld, dumped on stock piles or sold as used tyres. This present an opportunity in the WLM to establish a waste tyre recycling plant.</p>
<p>Demand</p>	<p>According to preliminary research, the global market for industrial rubber products is projected to increase 5.8 percent to \$140 billion in 2016. Asia/ Pacific region represents the largest market led by China.</p>
<p>Industry participants</p>	<p>The following represents some of the industry participants in the waste tyre recycling :</p> <ol style="list-style-type: none"> 1. A Department of Environmental Affairs plays an important role in allocating permits to tyre processors and monitoring the whole process. 2. South African Recycling Tyre Project (SARTP) company- is

	<p>an initiative created by leaders in the tyre industry, to plan and administrate the waste tyre projects.</p> <ol style="list-style-type: none"> 3. Hamba Kancane and Australian rubber producers Rubber solutions established waste tyre recycling plant in Mpumalanga. 4. Closeal- is a leading manufacturer in the rubber industry. 5. Recyclotech industries- in the process of establishing a tyre pyrolysis plant in Atlantis, Western Cape. 6. Mathe Group- Tyre processing plant in New Germany, Kwazulu- Natal. 7. Midvaal tyre pyrolysis plant. 8. PreMat- operates a plant in Rosslyn, Pretoria. 9. Goswell development- operates a plant in Cato Ridge, Durban. 														
Export Potential	<p>Based on the DTI's Decision Support Model opportunities exist in of rubberised products in the following countries:</p> <table> <tr> <td>1. USA</td><td>8. Spain</td></tr> <tr> <td>2. United Kingdom</td><td>9. Poland</td></tr> <tr> <td>3. Germany</td><td>10. Tanzania</td></tr> <tr> <td>4. Japan</td><td>11. Tunisia</td></tr> <tr> <td>5. China</td><td>12. Uganda</td></tr> <tr> <td>6. France</td><td>13. Mozambique</td></tr> <tr> <td>7. Thailand</td><td></td></tr> </table>	1. USA	8. Spain	2. United Kingdom	9. Poland	3. Germany	10. Tanzania	4. Japan	11. Tunisia	5. China	12. Uganda	6. France	13. Mozambique	7. Thailand	
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Skills Requirements	<p>The following represents the estimated skills requirement of operating the facility optimally and productive;</p> <ul style="list-style-type: none"> • Highly skilled labour- will represents 20% of total labour employed. • Semi-skilled labour- will account for 35% of total labour employed. • Unskilled labour- 45% of workers employed. 														
Location	<p>An ideal location for this venture will be preferably in the WLM. A location in the industrial area or near the N12/T28 intersection will be suitable for establishing this kind of a project, because of the high number of population the surrounding areas and also the N12 is very advantageous because of high traffic volumes, which are mainly trucks.</p>														
Linkages	<p>Backward Linkages</p> <ol style="list-style-type: none"> 1. Tyre rethread companies- used tyres that are not suitable for rethreading will be sent to the plant. 2. Panel beaters and scrap yards will benefit as they will take the waste tyres to drop-off points 3. Vehicle recyclers 4. Tyre manufacturers 														

	<ol style="list-style-type: none"> 5. Collection – a group of residents can be responsible to collect tyres and deliver them to drop –off points 6. Storage- the necessary drop-off points will need to be established where the panel beaters, scrap yards and general residents can deliver all waste tyres. 7. Transport (logistics) - an external company will be required for transporting the waste tyres from the drop-off points to the recycling plant. 8. Manufacturers of equipment used in the recycling plant. <p>Forward Linkages</p> <ol style="list-style-type: none"> 1. Construction companies- they will use the crumb rubber for building applications line athletics tracks and speed bumps. 2. Manufacturers of rubberised products like mats. 3. Cement industry- the greatest demand of tyre shreds are from the cement industry. Presence of steel in tyre shreds benefits this industry as it reduces the amount of iron ore required in the cement making process. 4. Transport- Logistics Company to distribute crumb rubber to the manufacturers of various rubber products will be required.
<p>Technology Requirements</p>	<p>Recycling technologies</p> <p>The three recycling technologies in use for recycling scrap tyres are ambient mechanical grinding, cryogenic grinding and pyrolysis.</p> <p>1. Ambient mechanical grinding</p> <p>In ambient mechanical grinding process, the breaking up of scrap tyres happens at ambient temperature. Tyres are passed through a shredder, which breaks tyres into chips. The chips are fed into the granulator that breaks them into small pieces while removing steel and fibre in the process.</p> <p>2. Cryogenic grinding</p> <p>Cryogenic grinding refers to the grinding of scrap tyres at temperatures near -80°C. Liquid nitrogen is used to produce the low temperatures they can be easily crushed and broken. As a result, this process requires less energy than others and produces rubber crumb of much finer quality.</p> <p>3. Pyrolysis</p> <p>Pyrolysis refers to the thermal decomposition of scrap tyres either in the absence or lack of oxygen. The process aims to recover the original raw materials using which the tyre was made. These include carbon black;</p>

	scrap steel, oil and hydrocarbon gases.
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	9. Solar panel geyser manufacturing
Opportunity	The opportunity exists for an emerging entrepreneur in association with the private sector to establish a solar-powered water heater manufacturing facility in the WLM.
Nature of the Project	The focus of this business venture will be the manufacturing of solar water heater systems (open circuit/direct systems as well as closed circuit/indirect systems). The manufacturing operation will focus on water storage tank/cylinders as well as solar collectors, the two components that form the basis of a solar water heater system. In addition to the manufacturing process the facility will also assemble the manufactured components to create a product (a solar water heater system) that is complete and ready for distribution and installation.
Rationale	<p>According to the New Growth Path (NGP), released by Minister of Economic Development Ebrahim Patel on 23 November 2010, the green economy, which includes solar, wind, and biofuels, is designated as the first of five priority areas for job creation in South Africa. The NGP also proposes that green energy sources contribute to 30% of new energy generation in the next 20 years. Apart from job creation this sector has the ability to address numerous additional challenges currently prevalent in South Africa such as poverty alleviation, environmental sustainability, and energy security.</p> <p>South Africa is one of the regions in the world with the highest exposure to sunlight, providing the country with exceptional solar energy resources. While solar energy could be used for general electricity generation and applications (such as heating and cooking), it is still</p>

	<p>considered a developing technology and therefore quit expensive.</p> <p>Water heating accounts for 18% of South Africa's national electricity usage and the use of solar water heaters in the place of electric geysers therefore has the potential to significantly reduce the amount of coal that is currently used to power conventional water heater systems. Solar water heaters can therefore have a substantial positive impact on the environment and increase energy security in South Africa.</p>
Demand	<p>The solar water heater market in South Africa has experienced phenomenal growth during the past few years increasing from less than 20 suppliers in 1997 to more than 400 by the beginning of 2011 (Frost & Sullivan Research Company).</p> <p>In line with international trends, South Africa's domestic water heating market is moving away from conventional water heating methods, such as standard electric geysers, towards more energy-efficient methods. Such a development may be due to the fact that domestic water heating accounts for up to 40% of a household's electricity consumption. Approximately a fifth of South Africa's national electricity consumption is allocated toward the heating of water, for residential, commercial, and industrial use.</p>
Competition	<p>There is currently no existing solar water heater manufacturing in the WLM implying that the proposed facility will have no direct competitors. Although similar facilities currently exist in Johannesburg, it is expected that the proposed facility will be able to capture a portion of that market once the business venture is established, since demand (driven by renewable energy awareness, competitiveness in quality when compared to conventional geysers, the possibility of legislation/new building codes, and incentives from government) is expected to grow significantly.</p>
Export Potential	<p>The export potential has been obtained from the Decision support model of the Department of Trade and Industry.</p> <p>The export potential in the African Countries includes:</p> <ul style="list-style-type: none"> • Swaziland • Tunisia <p>The export potential in the rest of the world:</p> <ul style="list-style-type: none"> • Germany • Canada • Austria • Italy

Raw Materials	<p>The input materials required to develop a solar water heater includes:</p> <ul style="list-style-type: none"> • Steel water geysers • Copper pipes • Solar panels • Plastics • Timers • Electronic equipment • Screws and bolts
Skills Requirements	<p>The skills levels required to operate a solar water heater manufacturing plant in the WLM are illustrated below:</p> <ul style="list-style-type: none"> • High-skilled employees (5%) – the highly skilled workforce will consist of a Managing Director, an Operations Manager (Head Engineer) two Specialist Engineers, a Human-Resources & Financial administrator as well as a Marketing and Sales Manager. The respective duties can be categorised as follows: • Semi-skilled employees (20%) – this group of employees will consist of one personal assistant to the professional staff, one stock receiver and storage coordinator, one manufacturing foreman and one assembly foreman. • Low-skill employees (75%) – the majority of the employees at the manufacturing facility will be low-skilled labourers working in manufacturing and assembly processes.
Location	<p>Based on the technology requirements it is foreseen that the manufacturing plant should be located in the WLM in close proximity to the university.</p>
Linkages	<p>Backward Linkages</p> <p>The proposed facility will have a number of backward linkages in the economy. The potential backward linkage opportunities include:</p> <ul style="list-style-type: none"> • Steel and copper producers, • Wholesalers of plumbing and electrical supplies, • Suppliers of components, motors, pumps and other input materials, • Research and development in solar technology, • Education and training in the range of necessary skills, and • Manufacturers of equipment. <p>Forward Linkages</p> <p>Apart from the backward linkages it is foreseen that the facility</p>

	<p>programme will create a number of forward linkages in the economy, including:</p> <ul style="list-style-type: none"> • Solar water heater retailers and distributors, • Installations and maintenance businesses.
Technology	<p>The technology required to develop a solar panel water geyser is relatively sophisticated, and one will require experts in the market to assist with the development of the project. It will thus be beneficial if the private sector becomes involved in the project. Once the technology has been developed the roll-out of the products should not be difficult. The technology required to build the solar panels could also be conducted by a local university.</p>



ANNEXURE 4:

WESTONARIAL LOCAL MUNICIPALITY DRAFT HIV/AIDS STRATEGIC PLAN CONTENTS

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INTRODUCTION

South Africa is one of the countries that have high HIV prevalence in the Sub-Saharan African region of the African continent. It was estimated that almost over 5.5 million people are HIV positive and over 1.5 million children will be orphaned by 2010. Individuals are getting sick and some die due to HIV and AIDS related sicknesses. The burden of supporting and caring for the infected mainly rests upon family members and it is difficult for them to cope with the situation. Children, women, the elderly and poor communities are the ones that are mostly affected by the pandemic.

Response to the HIV pandemic requires a well co-ordinated effort that brings together government, civil society and business. Response to HIV and AIDS has to take place mainly in three broad fronts, which are:

- The prevention of new infections;
- To ensure access to treatment and literacy; and
- To care and support for the infected and affected

As part of the broad response to the impact of HIV and AIDS, efforts have to be made to mobilise communities to provide care and support to orphaned children and save them from being the victims of poverty and lack of parental guidance.

The United Nations (UN) has made a call to all governments across the world to develop and co-ordinate national responses to the HIV and AIDS. In response to this call, the South African government in partnership with civil society sectors and business has dedicated time, energy and resources to the fight against the pandemic. The South African national response is guided by a comprehensive multi-sectoral National Strategic Plan (NSP), which is reviewed after every five years.

The NSP is based on a holistic approach and it addresses issues such as:

- Poverty reduction;
- Social safety nets;
- Empowerment of women;
- Promotion of testing;
- Human and legal rights;
- Medical research; and
- Monitoring and evaluation of programmes and projects

Central to the South African response to HIV and AIDS is the intensification of a multi sectoral collaboration, which addresses and provides guide on how to:

- Address the social and economic realities that make certain segments of the society vulnerable;
- Provide tools for prevention of new infections; and
- Provide services designed to alleviate the wide-ranging impact of the pandemic

The NSP identifies the role and responsibility of different institutions that are critical in the reduction of the spread of the virus. These institutions include the three sphere of government, which have a mobilisation and co-ordination role in the fight against the pandemic.

Local government is the sphere of government that is closest to the people and it is directly affected by the impact of the disease. As part of its developmental vision, local government structures are expected to play a critical role in the co-ordination of all efforts and initiatives that seek to reverse the impact of the disease. The co-ordination role of municipalities includes:

- Ensuring that participation mechanisms are sufficiently accessible and sufficiently proactive to enable community voice of HIV and AIDS to participate in municipal affairs;
- Co-ordinating the process of engagement between partners in their response to HIV and AIDS in the municipal jurisdiction;
- Supporting the local initiatives;
- Co-ordinating community-level processes in respect of HIV and AIDS matters, including facilitating the local voices of HIV and AIDS in local governance and service delivery; and
- Ensuring that HIV and AIDS is effectively mainstreamed in the municipal IDP and other programmes;

To ensure that the above objectives are achieved Westonaria local municipality in partnership with Education and Training Unit (ETU), convened a multi-sectoral workshop involving various stakeholders and role players involved in the fight against HIV and AIDS. The main aim of the workshop was to develop a multi-sectoral district strategy in response to HIV and AIDS challenge within the municipal jurisdiction.

HIV and has serious impact on those who live with the virus as well as their families. The pandemic has devastating impact on the all sectors of our society and has affected the fabric of the entire community.

The effects of the pandemic does not only affect the families, it also affects the availability of skills of our society and municipalities are charged with the responsibility of providing services that aimed at improving people's lives. This responsibility requires municipalities to ensure that communities have access to services. HIV and AIDS pose a major challenge in the way the local municipalities plan and provide services to improve people's lives.

Local government is ideally placed to facilitate greater co-ordination at local level to ensure that the municipality, councillors, different government services, NGOs and the community work together to effectively address issues like public education care for people with AIDS and for orphans and vulnerable children.

While municipalities cannot be expected to provide all these services alone, they should play a strong role in ensuring that the needs of the community are addressed and that existing services are co-ordinated and other available services are accessed.

1. Why should Westonaria local municipality address the issue of HIV and AIDS?

HIV and AIDS is one of the biggest challenges we face as a country. The rate of infection is rapidly increasing and more and more people are getting ill and dying from AIDS. Of all the people living with AIDS in the world, it is estimated that 6 out of every 10 men, 8 out of 10 women and 9 out of every 10 children live in Sub-Saharan Africa. South Africa has one of the fastest growing rates of infection in the world.

This council identified the issue of HIV and AIDS as apriority for the municipality to deal with and held a strategic planning session with key stakeholders in the municipal area. The workshop was facilitated by the Education and Training Unit, an NGO that offers assistance to municipalities to develop a strategic plan for coping with the consequences of HIV and AIDS in their areas.

Individuals, families and communities are badly affected by the epidemic. The burden of care falls on the families and children of those who are ill. Often they have already lost a breadwinner and the meagre resources they have left are not enough to provide care for the ill person and food for the family.

Orphaned children are deprived not only of parental care, but also of financial support. Many of them leave school and have no hope of ever getting a decent education or job. The children grow up without any support or guidance from adults; this may become our biggest problem in the future.

Most of the people who are dying are between the ages of 20 and 45 – an age when most people are workers and parents. This has serious consequences for our economy and the development of the country.

AIDS can affect anyone. However, it is clear that it is spreading faster to people who live in poverty and lack access to education, basic health services, nutrition and clean water.

Young people and women are the most vulnerable. Women are often powerless to insist on safe sex and are easily infected by HIV positive partners. When people have other diseases like sexually transmitted diseases, TB or malaria they are also more likely to contract and die from AIDS.

Although AIDS has become very common, it is still surrounded by silence. People are ashamed to speak about being infected and many see it as a scandal when it happens in their families. People living with AIDS are exposed to daily prejudice born out of ignorance and fear.

We cannot tackle this epidemic unless we break the silence and remove the stigma [shame] that surrounds it. As elected representatives in communities, councillors have to provide leadership on how to deal with AIDS.

To deal with the results of the disease and the social problems it creates, we have to make sure that people living with AIDS get care and support to help them live longer and healthier lives.

We also have to make sure that those who are dying are properly looked after. For the children who are orphaned, we have to find ways of looking after them so that they do not become hopeless and turn to crime or live on the streets because of poverty.

National and Provincial government cannot fight this battle alone. They can provide health and welfare services, development programmes and information. However, municipalities, together with organisations on the ground, have to provide the type of leadership and direction that will lead to real change in people's attitudes and behaviour.

Municipalities are also ideally placed to identify the needs of people in their area and to co-ordinate a coherent response to those needs. Municipalities can engage with civil society, other government departments, as well as schools, churches and so on to make sure that everyone works together to combat the spread of AIDS and to care for those affected by the disease.

Mayors and councillors should act as role models for communities and be an example to people. We should take the lead in promoting openness and ending the silence that surrounds AIDS.

We should also work closely with people living with AIDS and through our action show that we accept and care for those affected. As political leaders, we should use our influence and popularity to mobilize the community and involve volunteers in projects that provide care for people living with AIDS and orphans.

2. Important facts to know about HIV and AIDS

HIV and AIDS affect millions of South Africans. It is estimated that by the end of 2007 more than 5.5 million South Africans were infected with HIV positive and about 5 000 people die every week. Infection rates differ from region to region and from province to province.

The research to measure how common HIV and AIDS infection is in South Africa is done among pregnant women who visit state health clinics. The infection rates quoted below are for those women.

One can assume that many men who are partners to these women are also HIV positive. If a province has a 10% infection rate amongst pregnant women, it probably has around 5% infection rate among the population as a whole.

The infection rate amongst pregnant women is as follows: (these figures were released in 2010 by department of Health)

▪ National	30.2%
▪ KwaZulu Natal	39.5%
▪ Free state	30.6%
▪ Eastern Cape	29.9%
▪ Mpumalanga	35.1%
▪ Gauteng	30.4%
▪ Northern Cape	18.4%
▪ Western Cape	18.5%
▪ North West	29.6%
▪ Limpopo	21.9%

Clear statistics of the number of AIDS orphans are not available since AIDS is not recorded as a cause of death on the death certificates of many people who die because of AIDS. Life expectancy in South Africa, which was 60 years in 1990, had decreased and around 50% of people will not live to 60 years.

Most of the people who are dying from AIDS are women between the ages of 18 and 40 and men between the ages of 30 and 50. This means that the most vulnerable groups are women of child rearing and economically active age and men in their economically productive years. This has severe implications for our economy and our society as a whole.

3. The response of African Municipalities

An alliance of mayors and municipal leaders in Africa together with the United Nations Development Programme has developed an African Mayors' Initiative for Community Action

on Aids at the Local Level (**AMICAALL**). South Africa is one of 17 countries that have adopted a declaration in Abidjan in 1997 to develop a response by municipal leaders to HIV AND AIDS.

The declaration recognizes that municipalities and councillors are the closest to the people and are responsible for addressing local problems. It states that local government; mayors and councillors have a vital role to play to do the following:

- ❑ Provide strong political leadership on the issue
- ❑ Create an openness to address issues such as stigma and discrimination
- ❑ Co-ordinate and bring together community centred multi-sectoral actions
- ❑ Create effective partnerships between government and civil society

SALGA will provide support to implement AMICAALL resolutions in South Africa.

South Africa has also established a National AIDS Council and each Province has a Provincial AIDS Council to help provide support and co-ordination of AIDS initiatives.

In many provinces, District AIDS Councils are now set up. At a local municipal level AIDS Forums or Councils, do exist in some areas. Each municipality chooses an option that best suits them and aims to achieve the following:

- ❑ bring together the key stakeholders in civil society and local government
- ❑ ensure that there is a coherent HIV strategy in place for the area
- ❑ provide some cohesive structure to help co-ordinate the delivery of services to those most affected
- ❑ avoid duplication
- ❑ mobilise volunteers to provide care for people living with AIDS and orphans

4. Impact of HIV and AIDS within the municipality

The impact of HIV and AIDS pandemic in the Local Municipality manifests itself on various ways. Most local municipalities that constitute the district are experiencing an increase in the number of deaths that are HIV and AIDS related. This situation manifests itself in the increase in the demand for burial sites.

The number of people who are sick and require assistance in the form of home based care is also on the increase. This situation has resulted in a number of households not being able to pay for municipal services. Some of these families have lost the sole provider. The number of families that live below poverty line are increasing.

HIV and AIDS is a political and socio-economic challenge and therefore its impact is felt in a number various ways, which include the impact on:

- Individual members of the society;
- Families
- Communities in general;
- Children;
- Economic development; and
- Provision of services;

Impact on individual members of the society

HIV and AIDS is associated with high levels of stigmatisation and discrimination. There are a number of cases where people living with the virus are ill-treated and isolated by their families and the community in general. In some parts of the local municipalities, people are isolated to an extent that they are unable to secure personal relationships. This situation has resulted in the registration of an increase in people's stress levels and depression. Due to this ill-treatment and isolation of individuals, the number of suicide cases is increasing. Cases of stigmatisation and discrimination does not affect individuals in their homes and communities but it also affects them in their workplaces.

Impact on families

The negative impact of the HIV and AIDS pandemic is not only felt by the individuals infected but it also affects their families. Some families have been destabilised and ruined. Most families have not only lost the love ones but in some instances, the sole breadwinner that kept the family alive. Due to death of the breadwinner, the property and assets are lost in the process.

The family relationships also get affected by the impact of the pandemic to an extent of isolating the infected family member. Children become victims due to lose of one or both parents and this has resulted in an increase in the number of child headed families. Families are destabilised and divided due to non-acceptance and fear of stigmatisation by the community members.

Impact on communities in general

The impact of HIV and AIDS is not only felt by the families and individuals only, it also impacts negatively in communities in general. There are certain sections of our communities who are highly infected by the virus. This situation has resulted in them being stigmatised. Communities are losing hope due to loss of leadership as a result of HIV and AIDS related sicknesses and death.

People spend most of their time having to either caring for the sick or attending funerals resulting in them not having enough time to take of their businesses.

Most municipalities in the district have notice an increase in the number of orphans and vulnerable children who are found in the streets. Some of these children are said to be involved in criminal activities. This has resulted in an increase in the demand in welfare services.

Impact on children

Children are the most vulnerable sector in our society, any social issue that affects the communities; its impact is most felt by the children. The Impact of HIV and AIDS has also highly impacted on children.

Most community workers and educators are reporting an increase in the number of child headed families. Some of these children are said to be roaming around the streets during school hours and at night in search of sustenance.

Most children who have lost both their parents are forced leave school, especially young girls, to take care of their sick or dying parent(s) or to seek work in support of their siblings and dying parents.

Children are losing out on valuable parental guidance and family values and means of livelihood. In situations where both parents are not there, the children's up-bringing gets affected and joys of childhood are missed.

Some of these children register high stress levels as a result of losing or seeing their parents dying.

Some of these children are under-performing and hardly participate in extramural activities and they drop out from school. Most of these children require emotional and psychological support

Impact on economic development and labour force

Municipalities are obligated by the constitution to create an environment for economic development. This economic development can be achieved through provision of cost effective and efficient services. This objective can be achieved through an integrated planning and effective utilisation of available resources.

The emergence and impact of HIV and AIDS has impacted negatively on municipalities' abilities effective service delivery. Municipal spending patterns have been altered to accommodate the social and health needs of the communities.

Most municipalities are reducing their economic development budgets to cater for social assistance such as indigent support and food parcels. This has serious impact in the economic development of these areas. Service delivery has been affected due to poor service payment by citizens.

Most institutions within the jurisdiction of the district municipality are registering high levels of absenteeism among staff members due to sickness, attending funerals or caring for members of the family who are sick. Municipalities and other institutions are losing specialised expertise due to sickness and death and this is costing them a lot since they have to replace and train new staff members. Some of the businesses in the jurisdiction of the local municipality are closing down.

Impact on provision of services

Government is obligated by the constitution to improve the quality of life of the citizens of South Africa. HIV and AIDS has put a strain on the ability of government and its institutions to deliver quality services to the South African citizens.

The disease is affecting both workers and the ability of the institutions to provide services. Department of Health and Social development are the ones that mostly affected by the diseases. Most of their budgets are redirected to cover the needs of the communities that are health related. Most health facilities are over-crowded and unable to cope with the demand.

The impact of HIV and AIDS on provision of services does not only affect the institutions but also affects the individual employees who either infected or affected by the pandemic. Most employees spend their time being sick or caring for loved ones who are sick. Those that are left behind at work have to ensure the pain of losing their colleagues.

5. Constitutional and policy framework for municipal response

The developmental agenda of the South African government mandates municipalities to be active role players in all efforts that seek to prevent the spread of HIV infections and to ensure mitigation of its impact on both the infected and affected.

Municipalities have to take responsibility for their own organisation, strategic planning, programme development and implementation, monitoring and evaluation of municipal response to the HIV and AIDS challenge.

In executing this responsibility, Local government is guided by a number of pieces of policy and legal framework work that include the following:

Constitutional and legislative framework

The South African constitution is the cornerstone of our country's democracy. In its preamble, the constitution commits government and the people's representatives to among other things to ensure the improvement of the quality of all citizens and free the potential of each person.

Chapter 2 of the Constitution deals with the democratic values of human dignity, equality and freedom. Section 27 of this chapter focuses on the health rights, care, food and social security.

According to this section, everyone has a right to have access:

- a) health care services, including reproductive health care;
- b) sufficient food and water; and
- c) social security, including, if they are unable to support themselves and their dependents,

The constitution further tasks the state with the responsibility of taking the reasonable legislative and other measures, within its available resources, to ensure progressive realisation of these rights.

Local government is a critical sphere of government that is directly linked to services delivery and has a constitutional obligation to ensure that every citizen receives reasonable treatment and care. This obligation of Local government is entrenched in Chapter 7 of the Constitution, which is outlined as, to:

- a) provide democratic and accountable government for local communities;
- b) ensure the provision of services to communities in a sustainable manner; and
- c) promote safe and healthy environment; and encourage the involvement of communities and community organisations in the matters of local government'

A number of legislations have been developed to ensure that the vision of the constitution is realised. The constitution and these pieces of legislation provide a framework for municipal response to HIV and AIDS.

These legislations outline the need for local government to ensure that is structured and is administratively managed; its budgeting and planning processes prioritise the needs of the communities and promote social and economic development. Two most important pieces of legislations that guide the local government are:

1. The white paper on local government(1998); which outlines the vision for developmental local government and requires municipalities to ensure that all citizens receive at least minimum levels of basic services, that democracy and human rights are promoted, and that economic and sectoral development are facilitated; and
2. the municipal systems act (2000); which establishes a framework for the processes of planning, performance management, resource mobilisation and organisational change within municipalities

6. National Strategic Plan Guiding Principles

The country's developmental agenda mandates all sectors of our society to be involved and participate in efforts that seek to reduce the spread of HIV infection and ensure mitigation of impact on both the infected and affected. These efforts are guided by a set of principles, which are:

- Supportive Leadership;
- Leadership role of government;
- Greater Involvement of People Living with HIV;
- Effective Communication;
- Effective Partnerships;
- Promoting Social Values and Cohesion;
- Tackling Inequality and poverty;
- Promoting Equality for Women and Girls;
- Protecting and Respecting Children;
- Recognising Disability;
- Challenging Stigma;
- Ensuring Equality and Non-discrimination against marginalised groups;
- Personal Responsibility;
- Building Community Leadership;
- Using scientific evidence;
- Strengthening care systems;
- Accessibility;
- Monitoring Progress;
- Financial sustainability;

7. Principles derived from the DPLG local government response

To create a conducive environment for local government response to HIV and AIDS at local level, the Department of Provincial and local government developed a framework for local government response. This framework outlines the legal basis for local government's involvement in the fight against the spread and impact of the disease.

This framework outlines the roles and responsibilities of various stakeholders.

The framework also outlines a set of principles that should guide municipal response to HIV and AIDS and these include the following:

- Legislative compliance
- Equal access;
- Equity;

- Flexibility;
- Incrementalism;
- Capacity building;
- Partnerships; and
- Human rights

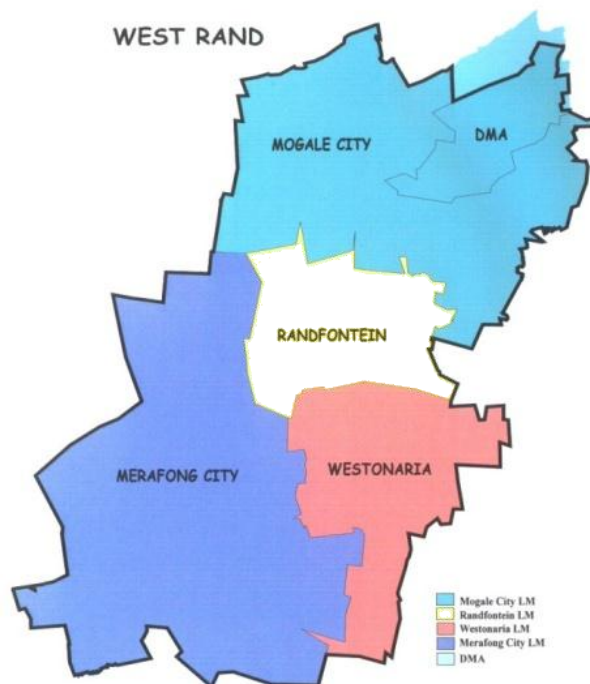
Municipalities have to take responsibility for their own organisation, strategic planning, programme development and implementation and monitoring and evaluation of municipal response to the HIV and AIDS challenge. To achieve these objectives, municipalities have should ensure a well co-ordinated effort that involves all sectors of the civil society. This well co-ordinated effort should be based on the principled partnerships.

2. MUNICIPAL LANDSCAPE

Westonaria Local Municipality is situated approximately 60 km from the economic hub of Gauteng namely Johannesburg, Pretoria and Midrand. The N12 and the R28 national and provincial roads respectively as well as the railway line provide easy access to the area. Goods and produce can reach markets and airports fairly easily without sacrificing loss of quality or excessive transport costs.

Westonaria Local Municipality is bordered by Randfontein Local Municipality, Johannesburg Metropolitan Municipality, Merafong City Local Municipality, Sedibeng District Municipality and Emfuleni Local Municipality.

According to Global Insight there was an increase in the population of greater Westonaria from 99 218 to 109 366 for 2010 but the number of formal houses decrease from 12 818 to 8 507. The decrease represents a total number of 4 311 units. The vast difference in statistics provided by Global Insight and StatsSA forced Westonaria Local Municipality to use statistics provided by StatsSA during the Community Survey of 2007.



3. POPULATION DYNAMICS

Population Trends on the West Rand

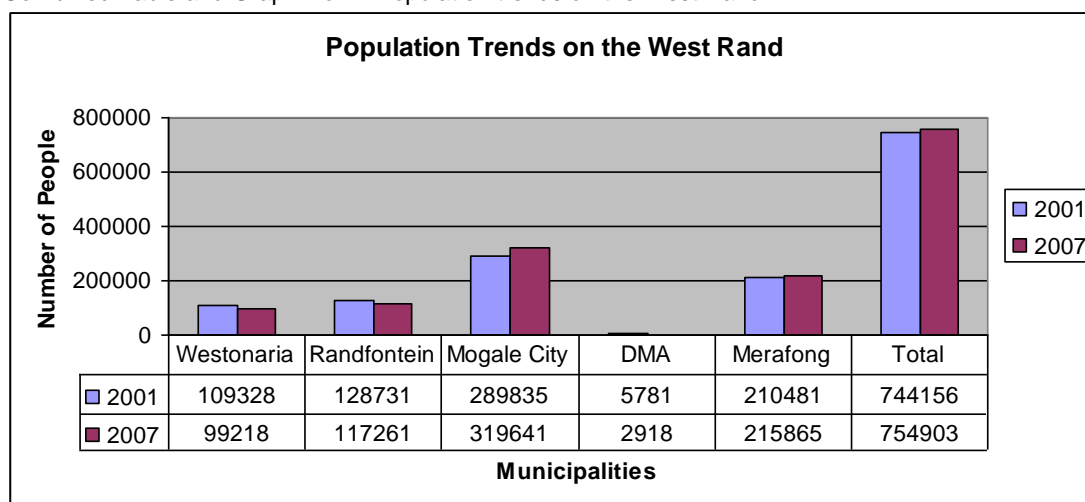
The following trends are detected:

Combined Table and Graph No 1 reflect the population trends on the West Rand. Compared to the local municipalities on the West Rand, Westonaria has the smallest population of 99 28 people.

Combined Table and Graph No 2 reflect the population trends in Westonaria. Since 2001, the population of Westonaria decreased by 10106.

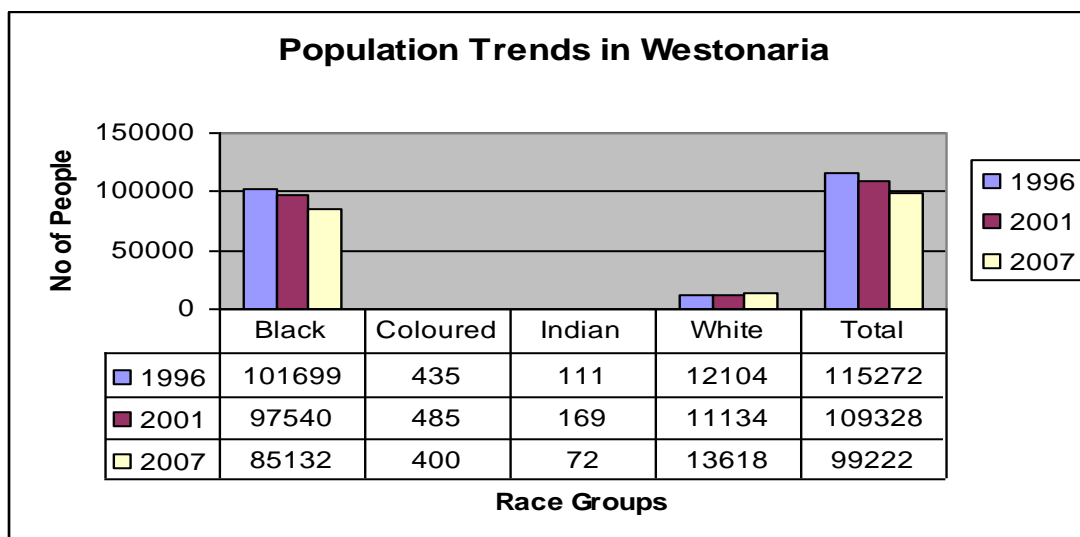
Table 1 reflects the gender distribution patterns in Westonaria. It shows that for 2007 there are 55 7443males representing56,18% of the total population and 43 479females, representing 43,82% of the total population of Westonaria. There are more males in Westonaria than females which can be linked to the mining industry previously not being accessible to women.

Combined Table and Graph No1 – Population trends on the West Rand



Source: StatsSA

Combined Table and Graph No 2 – Population Trends in Westonaria



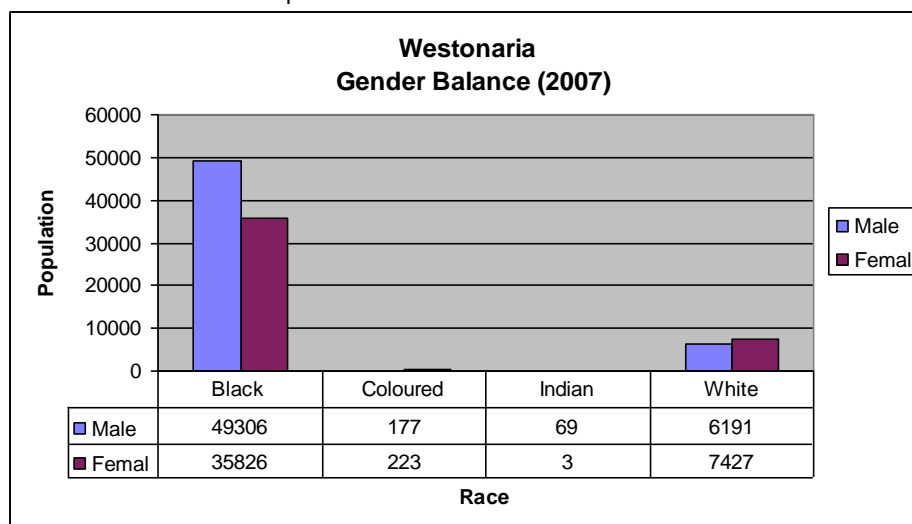
Source: StatsSA

Table No 1 – Gender Breakdown

Gender Breakdown of Population					
2001					
	Black	Coloured	Indian	White	
Male	56317	232	89	5584	62222
Female	41228	237	67	5573	47105
Total Population of Westonaria					109327
2007					
	Black	Coloured	Indian	White	
Male	49306	177	69	6191	55743
Female	35826	223	3	7427	43479
Total Population of Westonaria					99222

Source: StatsSA

Combined Table and Graph No 3 – Gender Balance



Source: StatsSA - 2007

AGE GROUPS OF POPULATION

An increase of 1137 children in the age group 0 to 19 years is reflected. The youth group, 20 – 34 years, the age group, 35 – 64 years and the elderly indicated a decline. Although the figure is lower for the elderly an increase in percentage is reflected due to the smaller population figure of 99 222.

Table No 2 – Age Groups of Population Profile of Westonaria

Age Group	Westonaria		Fraction of total (%)	
	2001	2007	2001	2007
Children (0 – 19)	32065	33202	29	33.5
Youth (20 – 34)	35432	27642	32	27.9
Middle Age (35 – 64)	39952	36689	38	36.9
Elderly (Over 65)	1870	1688	1	1.7

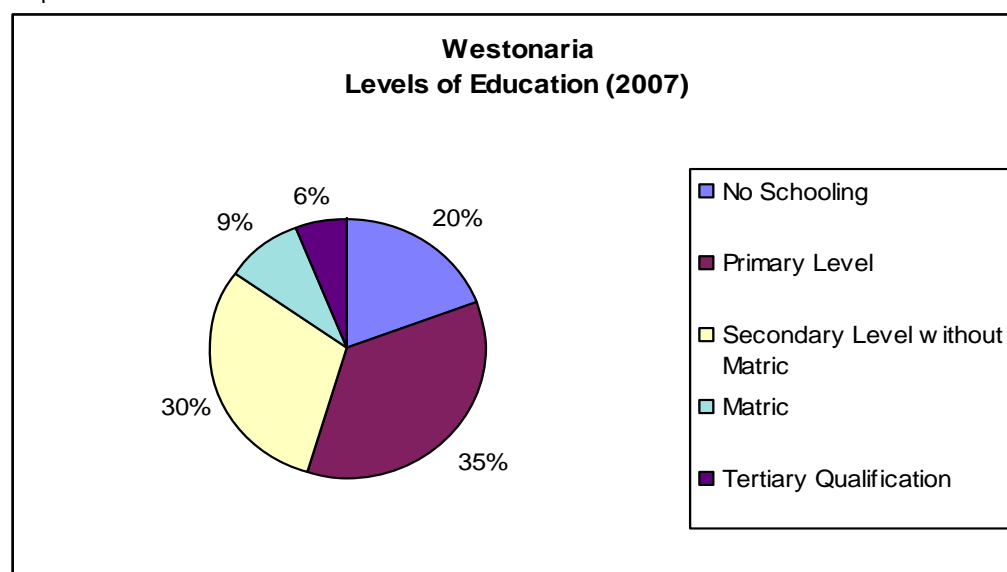
Source: StatsSA

EDUCATION LEVELS

Graph 1 reflects that 20% of the population of Westonaria is not schooled. The “No Schooling” category includes children under the age of 5 years, people who did not receive any schooling and where specifics were not provided. The level of people having a primary education reflects 35%. The secondary level education reflects people who attended high school but not finishing matric/Gr 12. This group represents 30%. Residents having a matric /Gr 12 qualification, with or without exemption, represent 9% of the community while a tertiary qualification reflects as 6% of the community.

Functional literacy affects the quality of labour being offered. Inadequate training and skill levels are barriers preventing a greater proportion of the available labour force to find employment thus contributing to the economy.

Graph 1 – Education Levels



Source: StatsSA

DISABILITIES WITHIN THE GREATER WESTONARIA

Table 3 reflects the people living with disabilities within greater Westonaria. It reflects the various categories of disability. The figure provides information on the total number per group and then the overall number of people affected. The Community Survey of 2007 from Statistics South Africa was used as the source of information.

The table reflects that a total number of 3061 people have disabilities within greater Westonaria representing 3% of the population.

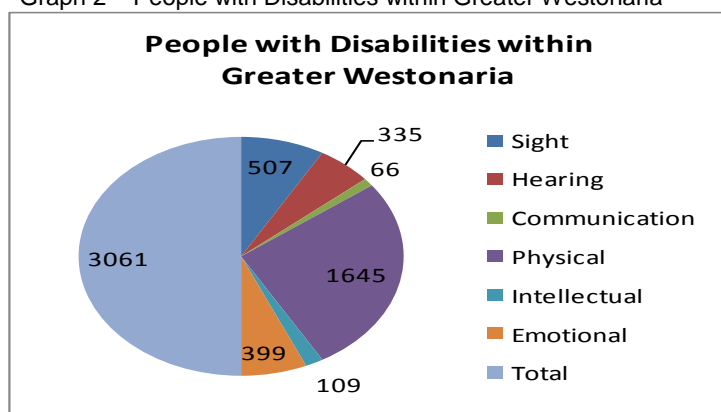
Table 3 – Summary of Disabled People in Greater Westonaria

Westonaria							
Disability	Sight	Hearing	Communication	Physical	Intellectual	Emotional	Total
Total	507	335	66	1645	109	399	3061

Source: StatsSA - 2007

Graph 2 provides a visible presentation of the various categories of disability. The physically disabled represents the big group whilst communication disability represents the smallest group of 66 residents.

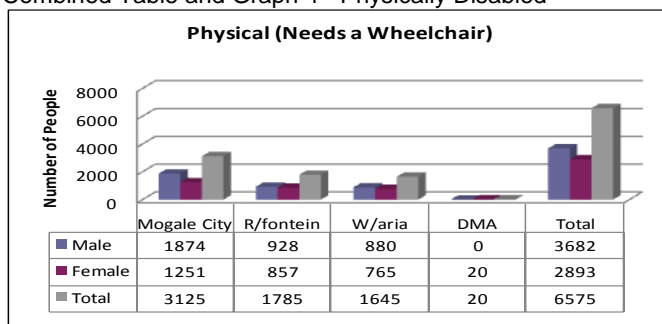
Graph 2 – People with Disabilities within Greater Westonaria



Source: StatsSA - 2007

Combined Table and Graph No 5 – Reflect the physically disabled group requiring wheelchairs. The figure represents 1645 people. The gender balance represents 880 males and 765 females.

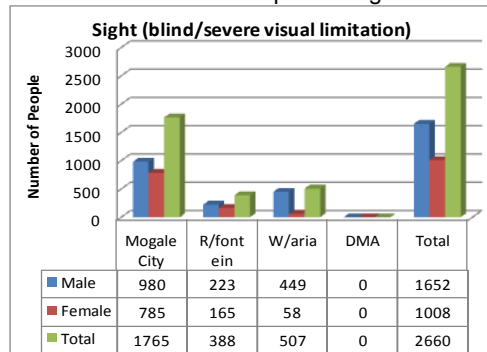
Combined Table and Graph 4 - Physically Disabled



Source: StatsSA - 2007

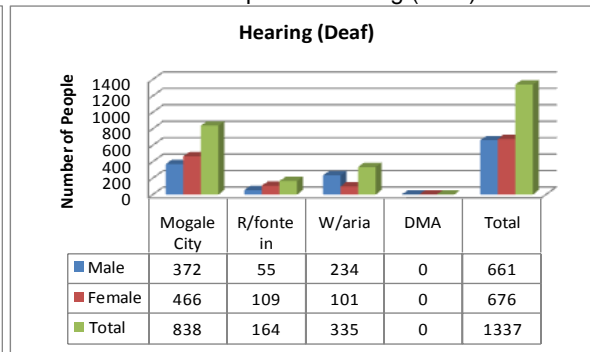
The blind and the visually impaired reflect 507 people comprising of 449 males and 58 females. People with a hearing disability represent a total number of 335. The gender balance is 234 males and 101 females.

Combined Table and Graph 5– Sight



Source: StatsSA– 2007

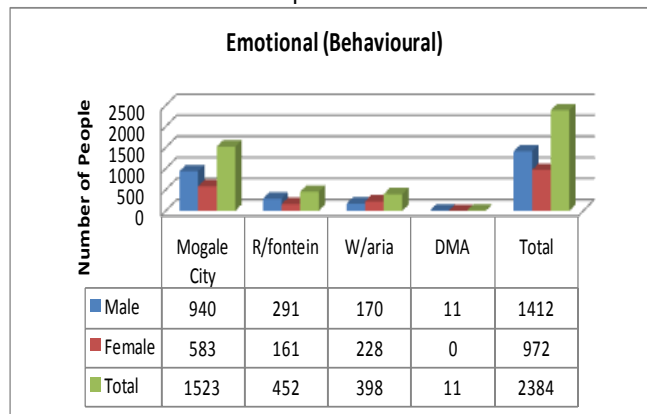
Combined Table and Graph 6 – Hearing (Deaf)



Source: StatsSA - 2007

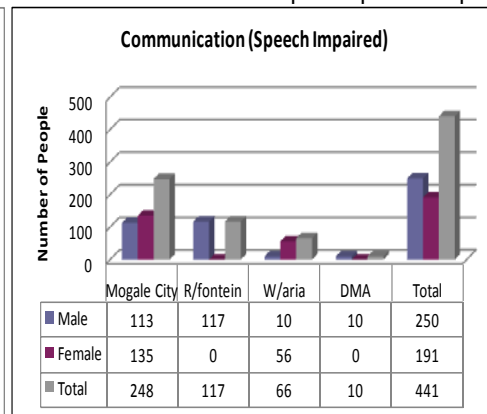
A total number of 398 people indicated a disability associated with emotions therefore of a behavioural nature. The gender balance is 170 males and 228 females. People with a speech impairment reported to be 66 consisting of 10 males and 56 females.

Combined Table and Graph 7– Emotional Disabilities



Source: StatsSA – 2007

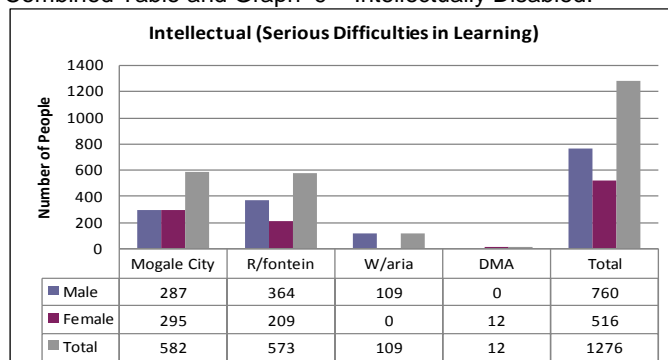
Combined Table and Graph 8– Speech Impaired



Source: StatsSA - 2007

Statistics reflects that people with intellectual disabilities, therefore experiencing serious difficulties with learning are reported to be 109 males and no females.

Combined Table and Graph 9 – Intellectually Disabled.



Source: StatsSA - 2007

INFRASTRUCTURE

The dwelling type statistics of StatsSa of 2001 is provided to indicate the number of formal and informal dwellings.

Table 4 reflects 12 818 formal households, 16 554 informal households with 493 traditional homes and 115 not categorised. It brings the total of houses in Westonaria to 29 980.

Table 4 : Dwelling type reflected for 2001

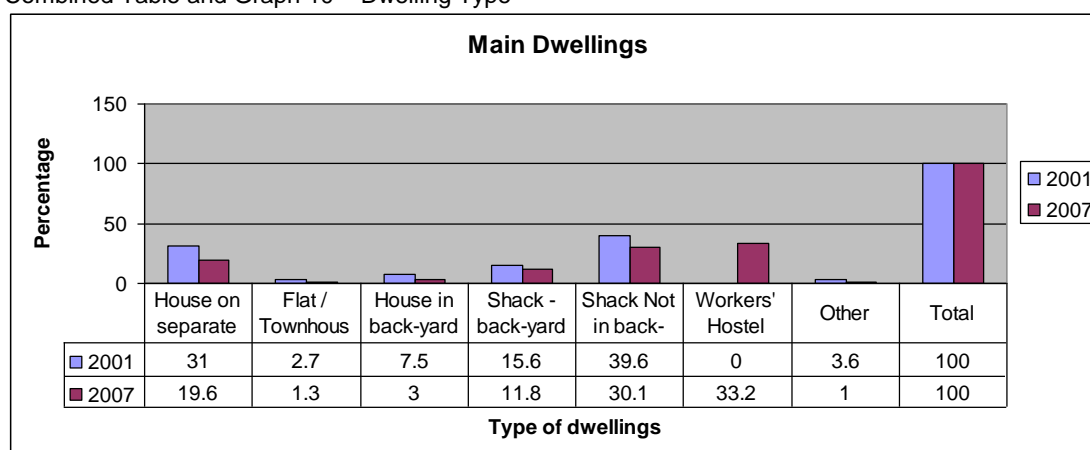
	Formal	Informal	Traditional	Other	Total
Mogale city	57,598	24,220	1,418	293	83,529
Randfontein	28,630	7,087	363	85	36,165
Westonaria	12,818	16,554	493	115	29,980
DMA	1,301	261	87	15	1,664
Total 2001 census	100,347	48,113	2,361	508	151,329

Source: StatsSA - 2001

The main dwelling statistics reflect that homes on separate stands declined by 11,4 percentage points, shacks in back-yards declined by 3,8 percentage points and shack not in back-yards declined by 9,5 percentage points.

The category workers' hostels increased by 33,2%. The increase is most probably due to previous exclusion since such a growth was not detected as a development / focus area.

Combined Table and Graph 10 – Dwelling Type



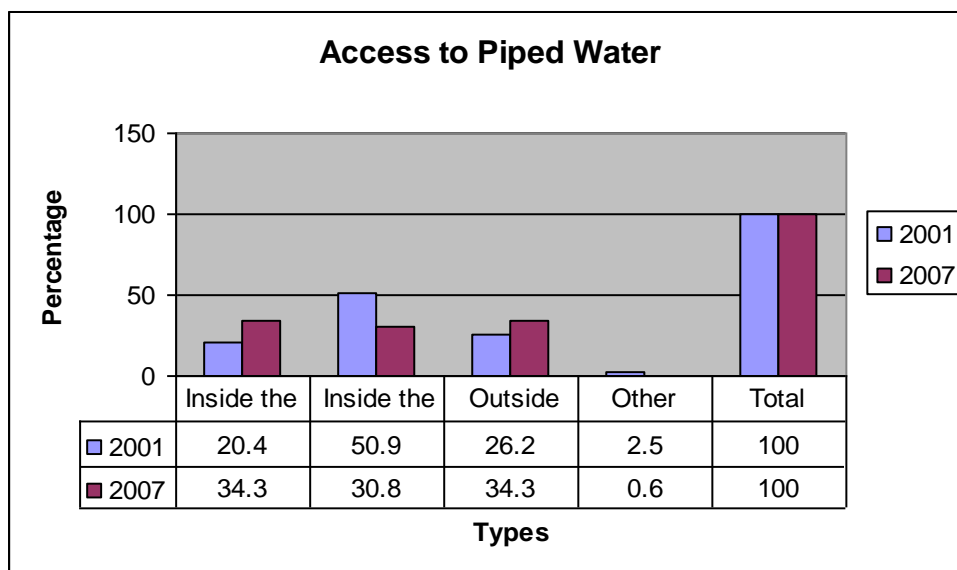
Source: StatsSA

ACCESS TO PIPED WATER

The Combined Table and Graph No 12 reflect the position on Access to Piped Water. The Community Survey 2007 reflects that 34,3% of 50675 households have access to piped water inside their homes. An improvement of 14,3 percentage points since 2001.

Since piped water is provided either inside the dwelling, inside the yard or outside the yard the community's reliance on other sources for water decreased with 1,9 percentage points.

Combined Table and Graph 11 – Access to Piped Water



Source: StatsSA

ACCESS TO ELECTRICITY

Table 7 reflects statistics on access to electricity. Although not reflected in the table below the use of candles for lighting decreased from 45,1% to 20,2% in the period 2001 to 2007.

The use of paraffin for cooking purposes dropped from 55,4% to 33% for the period 2001 to 2007 and dropped from 39.3% to 27% for heating purposes over the same period. Coal as source of heating dropped from 12,5% to 4,8% in the same period.

Table 5 – Electricity consumption in Westonaria

Electricity usage in Westonaria			
Households using electricity reflected in %			
Year	Lighting	Cooking	Heating
2001	43	41.6	41.2
2007	55.2	35	34.7

Source: StatSA

EXTRAPOLATED POPULATION AND NUMBER OF FORMAL HOUSEHOLDS PER SUBURB

Table 6 – Extrapolated Population and households

	Number of People	Number of Formal Households
WESTONARIA	7370	2710
GLENHARVIE	4500	1360
HILLSHAVEN	1900	645
VENTERSPOST	1300	301
BEKKERSDAL	40400	2200
SIMUNYE	16000	4350
PROTEA PARK	340	187
WATERPAN/LIBANON	1252	523
MINES (HOSTELS)	23860	
HOLDINGS AND FARMS	2300	542
TOTAL	99222	12818

Access to toilet facilities – A breakdown of the service offered to the community is reflected in Meeting the Targets Programme (MTTP) addressing Sanitation backlogs.

Standard of basic sanitation

The standard of basic sanitation comprises of the following:

- The provision of appropriate health and hygiene education; and
- A toilet which is safe, reliable, environmentally sound, easy to keep clean, provides privacy and protection against the weather, well ventilated, keeps smells to a minimum and prevents the entry and exit of flies and other disease- carrying pests.

Westonaria Local Municipality has progressed significantly in providing water to the most remote areas through the use of stand pipes for potable water and VIP toilets for sanitation. This is a notable achievement and warrants that the Municipality now refocuses its attention on operational sustainability of water systems and infrastructure, capital provisions for upgrades and refurbishments, forecasting and replacement strategies and strategies for cost recoveries on provisions of water and sanitation services.

Table 7 – Sanitation Services

	No of Households	Sanitation Above RDP	Sanitation Above-Basic	Sanitation Below-RDP
Bekkersdal (formal)	2 500	2 500	2500	
Westonaria	7 781	7 781	7 781	
Simunye	3 030	3 030	3030	
Bekkersdal Informal (VIP)	14 500	14 500	13 000	
Water Works (VIP)	1 204	1 204	800	
Thusanang (VIP)	850	850	700	
Other (Farms No services)	115	25	25	90
Total	29 980	29 890	27 836	90
Percentage (%)	100%	99.7%	92.9%	0,3%

Source: WLM Water Services Plan - 2010

ECONOMY AND LABOUR

MAIN EMPLOYMENT SECTORS

According to StatsSA the main employment sectors for 2001 and 2007 were mining and quarrying.

Although the main employment sector namely the mining industry reflected a decline it is probable that an upward trend can be attained by the realization of a considerable increase in the gold price, more advanced technology and the large gold reserves / resources especially in the greater Westonaria area.

It is to be noted that the Community Survey of 2007 does not reflect a field “Private Households” as an employment sector used during the 2001 census. The lack of the said field complicated comparison and tracking of the trend.

In 2001, 1066 people (0,9%) were involved in agricultural related activities. This figure dropped to 386 (0,3%) in the Community Survey of 2007. A downward trend is reflected in the primary sector which could turn around considering the high demand for food worldwide.

Table No 8 – Main Employment Sectors

MAIN EMPLOYMENT SECTORS		
Rating	2001	2007
1 (Provided most jobs)	Mining and Quarrying	Mining and Quarrying
2	Retail Trade, hotels & restaurants	Community, social and personal services
3	Community, social and personal services	Retail trade, hotels & restaurants
4	Private Households	Manufacturing
5	Construction	Construction

Source: StatsSA

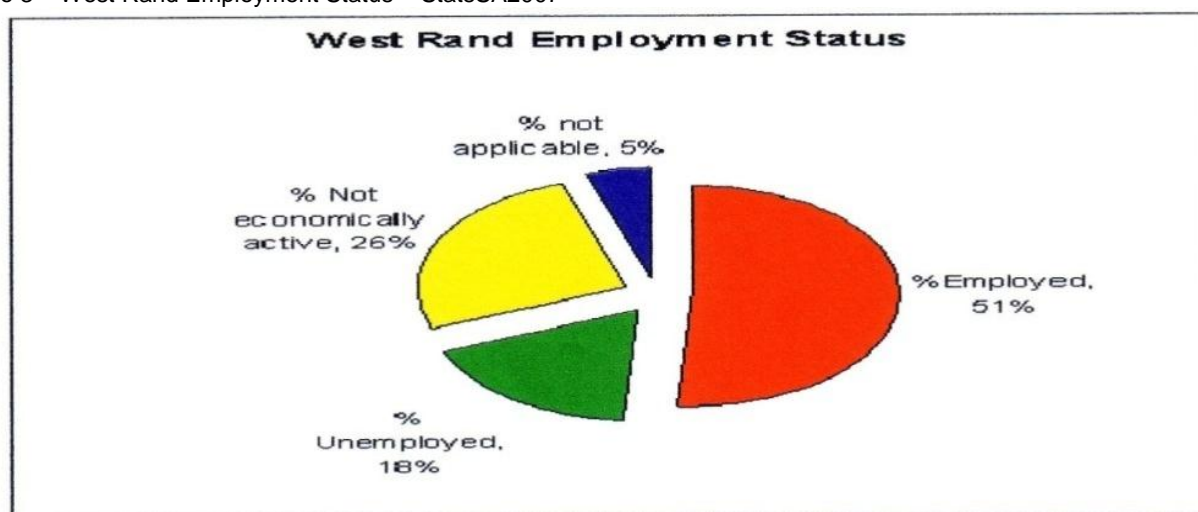
The pie chart below reflects that 51% of the total population in the West Rand is employed. The category “not economically active” includes people under the age of 18, those not ready for the labour market, and people over the age of 65, implying retired or senior citizens. This group represents 26% of the total population. Only 18% of the people on the West Rand are unemployed.

Although the percentage seems low, Westonaria has a reported percentage of the unemployed to be 29,6% based on information released by Global Insight data.

Addressing unemployment and poverty, peoples’ assets are to be identified as cornerstones of their success and efforts are to be made to mobilise these assets in monetary terms e.g. obtaining loans on homes to start SMMEs and informal businesses.

The underlying dolomitic geological formation is a great restraining factor on demographics as the optimum utilisation of surface area inhibits socio and economic development resulting in the enforced development of high density pockets of human concentration.

Graph No 3 – West Rand Employment Status – StatsSA2007



Source: Stats SA, Community Survey

Westonaria is in close range of the centre of the Gauteng economic hub as it is only 60 km from it, with easy access to both the highway and railway infrastructure.

Westonaria should strive to get more involved in the development of the tertiary sector economy. The creation of industries, research centres, tourism, hospitality and accommodation, communication, production of high value, a variety of goods, retail and wholesale storage are a general imperative. An incentive scheme to new developers can lure investors to this area - big developers and or businesses can also be rewarded for their loyalty towards Westonaria thus convincing them to stay and invest in the town and area.

The development of a secondary economy which in general requires heavy industries (although labour-intensive) might burden the dolomite structure, however a greater focus on warehousing and local strengths of mineral related crafts and tourism should provide important opportunities to stimulate the economy to the benefit of the residents of greater Westonaria.

The West Rand Development Agency (WRDA) identified the Donaldson Dam as a flagship project serving as a catalyst for development in this area. This should be prioritised, together with other economic strategic corners.

Closer cooperation with the mining houses has been established on various levels in order to increase training opportunities, skills development and even tourism and aligning their Social Labour Plans (SLPs) to the Integrated Development Plan of Council to the benefit the communities of greater Westonaria.

The development of a secondary economy which in general requires heavy industries (although labour-intensive) might burden the dolomite structure, however a greater focus on warehousing and local strengths of mineral related crafts and tourism should provide important opportunities to stimulate the economy to the benefit of the residents of greater Westonaria

4. MUNICIPAL STRATEGY

KEY FOCUS AREA 1: INFORMATION, EDUCATION AND COMMUNICATION

Goal:

To provide broad spectrum integrated services by the end of 2014

Strategic objective	Key Tasks	Enablers	Time Frame
Reduce new HIV and AIDS, STI and TB infections	<ol style="list-style-type: none"> 1. Strengthen awareness and education campaigns 2. Put more focus on abused women and children and providing safe and protective shelters for them 	<ul style="list-style-type: none"> - Schools, FBOs, NGOs, LAC - Government departments e.g. SAPS, relevant NGO's and private sector 	Begin May 2012 ,end of 2014 should yield positive results
Involve municipal ward committees in the LAC	<ol style="list-style-type: none"> 1. Outline the objectives of the LAC in their training 2. Establish a forum for health portfolio committee members 	<ul style="list-style-type: none"> - Speakers office - AIDS Council secretariat 	On- going
To provide broad based community services	<ol style="list-style-type: none"> 1. Compiling a dataset of stakeholders 2. Identify services rendered within the municipal boundaries 	NGOs, FBOs, Traditional healers, schools, Health facilities, Ward Councillors, Ward Committees	November 2012 – November 2013
Evaluate and measure the work of the AIDS council	<ol style="list-style-type: none"> 1. Develop a uniform reporting system for all stakeholders 	All stakeholders	On- going

KEY FOUCS AREA 2: TREATMENT CARE AND SUPPORT FOR PEOPLE INFECTED AND AFFECTED WITH HIV AND AIDS

Goal:

Ensure that by 2015 every HIV infected individual who is able to gain access to treatment , be able to receive comprehensive care and support living all areas within the Greater Westonaria municipal jurisdiction.

Strategic Objective	Key Tasks	Enablers	Time Frame
Ensure that Anti Retro Viral's (ARVs) are available in all health posts which are facilitated by NGOs	<ol style="list-style-type: none"> 1. Recruit trained health personnel to initiate patients on ARVs 2. Recruit and train health care givers on HIV/TB/STI matters 	Department of Health (DoH), FBO's, NGO's, Mining sector and Council	November 2012 – November 2013
Ensure there is continuous care and support to the infected and affected by HIV and AIDS	<ol style="list-style-type: none"> 1. Strengthen existing support groups by incorporating them in key focus areas of the NSP 2. Provide families with continuous support on how to care for infected family members 	NGOs, FBOs, Health facilities, HIV and AIDS coordinator	On- going
Encourage PPP in order to meet basic needs of those in need.	<ol style="list-style-type: none"> 1. Mobilise skills and resources 2. Identify pressure areas / areas worst hit 	<ul style="list-style-type: none"> - Community based organisations - LAC, Private sector 	November 2012 – November 2013

KEY FOCUS AREA 3: CARE FOR ORPHANED AND VULNERABLE CHILDREN

Goal:

To break the cycle of generational orphans and the vulnerability pattern.

Strategic Objectives	Key Tasks	Enablers	Time Frame
To provide psycho-social support to all OVCs in Greater Westonaria	<ol style="list-style-type: none"> Wellbeing support <ul style="list-style-type: none"> -Counselling - Bereavement -Debriefing -Support groups Access to compliance documents and social grants Material support <ul style="list-style-type: none"> - School uniform - Blankets, Clothing - Toiletries (girls & boys) 	<ul style="list-style-type: none"> - NGO's - Government department, NGOs, schools, SASSA - Sewing groups, NGOs, FBOs, Schools, DoSD, Municipality, Mining sector 	November 2012 – November 2013 Quarterly progress reviews
Nutritional support	<ol style="list-style-type: none"> Daily prepared meals (drop in centres) Food parcel distribution Food supplements (monthly feeding scheme) 	NGOs, Schools, churches, Municipality, Service providers, Mining sector and SASSA	November 2012 – November 2013 Quarterly progress reviews
To facilitate holistic developmental support programmes for OVCs	<ol style="list-style-type: none"> After-care programme <ul style="list-style-type: none"> - Homework assistance - Recreational activities - Arts and crafts - Household chores 	NGOs, schools, FBOs and SRAC Department	November 2012 – November 2013 Quarterly progress reviews
Information, education and communication	<ol style="list-style-type: none"> Awareness campaigns <ul style="list-style-type: none"> - Child protection week - School holiday programmes - HIV and AIDS campaigns 	NGOs, LAC and Library Department	November 2012 – November 2013 Continuous reports and impact assessments
Develop a municipal OVC database	<ol style="list-style-type: none"> Conduct a municipal audit of all children to be able to 	LAC members	On- going

	develop a comprehensive response		
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5. CO-ORDINATING THE MUNICIPAL RESPONSE

The inability of local government institutions to respond to HIV and AIDS may lead to a situation where these institutions may be undermined and face serious threats to their stability. It is against this background that the Alliance of Mayors and Municipal Leaders on HIV and AIDS in Africa (AMICAALL) and South African Local Government Association (SALGA) made a call to all municipalities to ensure that they respond positively to the challenge posed by the HIV and AIDS pandemic.

5.1 Role and Responsibilities of Municipalities in Response to HIV and AIDS

The fundamental role and responsibilities of local government institutions is defined as that of:

- Providing municipal services
- Promoting the local economic and social development
- Providing good governance to local communities in a manner that is responsive, inclusive, democratic and accountable

District and local municipalities have a critical role in the co-ordination and facilitation of local stakeholders. There are specific and common roles and responsibilities that guide municipalities in their response to HIV and AIDS. The following are some of their shared and specific roles and responsibilities:

Shared roles and responsibilities for district and local municipalities

According to the Department of Provincial and Local Government (DPLG) now Department of Cooperative Governance and Traditional Affairs (COGTA), district and local municipalities have a responsibility to:

- Avoid further infection through effective prevention efforts by challenging the underlying development conditions driving HIV and AIDS in the community
- Ensuring that the Key Performance Areas for developmental local governance in the context of HIV and AIDS are prioritised
- Entrenching the HIV and AIDS roles and responsibilities across the municipality by using the existing structures and mechanisms
- Developing and monitoring Key Performance Indicators for officials and Councillors that is related to their specific roles in response to HIV and AIDS
- Ensuring an effective response by planning and delivering services associated with the powers and functions each municipality.

Collectively, district and local municipalities have the following roles and responsibilities:

- Collaboratively deciding how to respond to HIV and AIDS on the basis of the local HIV and AIDS context as well as institutional capacity
- Collaboratively engaging provincial and national sector departments to identify institutional arrangements for local level response in the district jurisdiction
- Obtain and analysing information and knowledge on the local landscape of HIV and AIDS and its implications for service delivery and governance
- Identifying the HIV prevalence and incidence within the municipalities and the implications this will have for service delivery and governance capacity
- Formulating and implementing responses to HIV and AIDS

5.2 Multi-Sectoral Response and Co-ordination

Central to the municipal response is the creation of multi-sectoral structures that bring together government and its institutions, civil society organisations and the private sector to create a formidable force against the spread and impact of the HIV and AIDS.

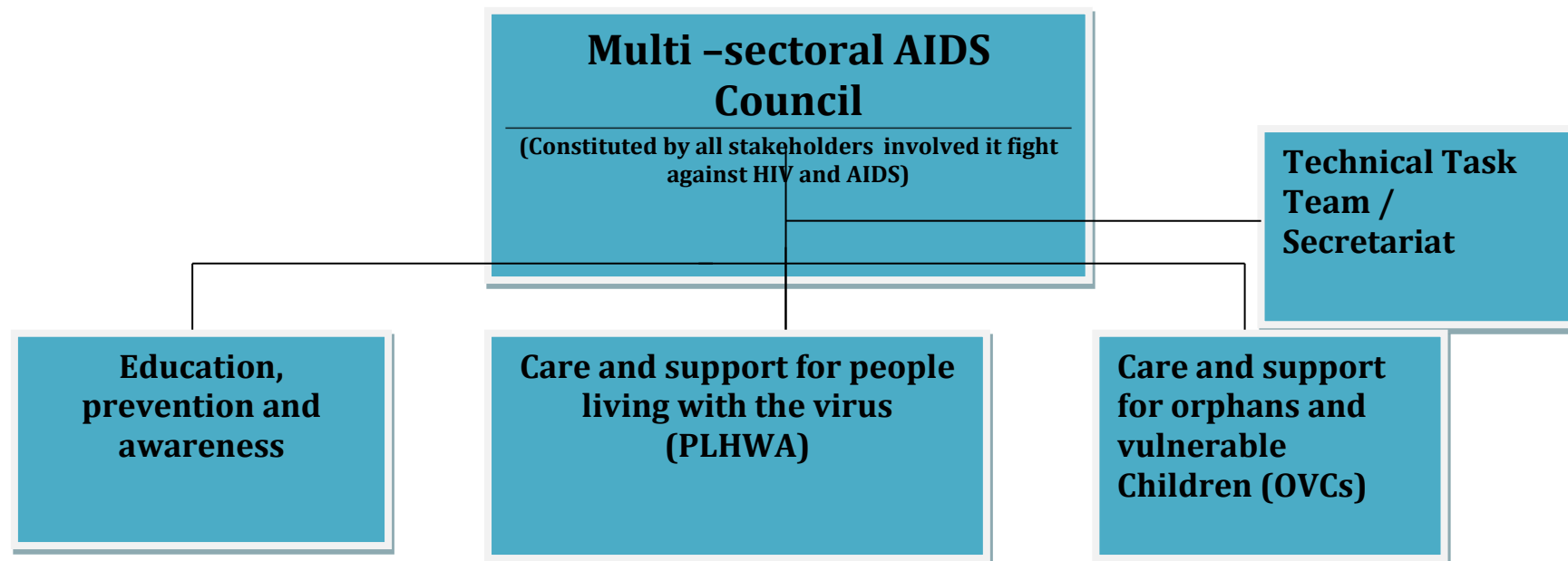
The Local AIDS Council is expected to develop a coherent plan and to ensure effective implementation of programmes that seek to eliminate duplication, competition and waste of the scarce resources. As part of its broad goals, Local AIDS council should ensure that all sectors of our society:

- Collaborate in building the capacity of locally based organisations in ensuring an effective response to HIV and AIDS challenges
- Ensure positive response to HIV and AIDS in a cost-effective way with maximum impact to ensure the reduction of spread of the pandemic
- Ensure improvement of prevention programmes through information and programmes that seek to reduce the stigma and discrimination of the infected and affected

The multi-sectoral Local AIDS Council is established to co-ordinate and facilitate a coherent response between government, civil society organisations and business sector within the municipal jurisdiction: The multi-sectoral AIDS council operates in three levels which are:

- A multi-sectoral forum(council chaired by the Mayor);
- Three task teams which focus on three key strategic areas:
 - ✓ Education and Awareness – Openness and Prevention
 - ✓ Treatment, care and support for people living with HIV and AIDS
 - ✓ Care for Orphans and Vulnerable children (OVCs)
- Secretariat/ technical task team responsible for the day –to – day implementation and co-ordination of the district and local AIDS councils

5.3 Local AIDS Council Structure



The Local AIDS Council structures are a very important pillar in the implementation of a country response to HIV and AIDS. The tasks of the Local AIDS councils are four-fold and are defined as to:

- Act as a voice for HIV and AIDS in the broader municipal development and in the IDP planning, implementation and monitoring processes
- Take responsibility for the co-ordination, planning, implementation and monitoring of HIV and AIDS programming and interventions led by the municipality
- Leverage, co-opt and support role-players outside the municipality who are providing programming services
- Report to IDP Steering Committee on HIV and AIDS programming/planning, implementation, monitoring and co-ordination

5.4 Local AIDS Council Composition

- Mayor
- Councillor – Social services
- Cluster conveners
- Municipal manager
- Community services manager
- People living with HIV and AIDS
- Business sector
- CBOs
- Children organisation
- Sporting community
- Women sector
- NGOs
- Religious sector
- Traditional leaders
- Traditional practitioners
- Labour movement
- Transport industry
- Youth sector
- Men sector
- People with disabilities
- Government departments
- Other relevant stakeholder

5.5 Roles and Responsibilities for the Local AIDS Council Structure

Local AIDS Council

The role of the Local AIDS council is defined as that of:

- Facilitating the integration and co-ordination of programmes between all stakeholders and role-players involved in the fight against the spread of HIV and AIDS pandemic
- Bringing together all role-players and stakeholders within the jurisdiction of the local municipality
- Ensuring the development of a municipal wide multi-sectoral HIV and AIDS strategy to respond to the impact of the pandemic
- Building the capacity of all local initiatives and projects
- Monitoring the implementation of projects and initiate new ones if they do not exist

Task teams/Sub-Committees

To ensure effective co-ordination and implementation of its programmes, the Local AIDS Council will establish technical tasks teams that will be constituted representatives from different role-players and stakeholders that will among other things will be responsible for:

- Building partnerships
- Improving communication and co-ordination among stakeholders
- Setting up of cross referral systems
- Development of joint plans
- Developing a calendar of events and ensure involvement of all organisations and community at large
- Monitoring and evaluation

Technical Task Team/Secretariat

- Provide administrative support to the AIDS council and the council committees
- Provide the council with technical advice
- Collate reports
- Minutes of all council and task teams meetings
- Correspondence management
- Assisting task teams with logistical preparations
- Responsible for the general co-ordination and preparation and logistical arrangements of the LAC and its sub-structures

Annexure 5:



EMPLOYMENT EQUITY PLAN 2012 - 2017

EMPLOYMENT EQUITY PLAN 2012 – 2017

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EMPLOYMENT EQUITY PLAN (DRAFT)

1. INTRODUCTION

- 1.1. Every designated employer is required to design and implement an Employment Equity Plan. The purpose of the Employment Equity Plan is to enable the employer “to achieve reasonable progress towards Employment Equity”, to assist in eliminating unfair discrimination in the workplace, and to achieve equitable representation of employees from designated groups by means of affirmative action measures.
- 1.2. An Employment Equity Plan therefore must clearly set out the steps that the Employer plans to follow to achieve these objectives. In order to assist Employers, the Department of Labour published a Code of Good Practice on the Preparation, Implementation and Monitoring of Employment Equity Plans. The Department of Labour also published a user guide to the Employment Equity Act, detailing 10 (ten) steps to preparing and implementing an Employment Equity Plan. Every Employer should be in possession of at least these two documents – the Code of Good Practice and the User Guide.
- 1.3. There is no rigid format for an Employment Equity Plan, and the Act allows employers to customize the Plan to suit their own needs. Employment Equity and Affirmative Action applies to all designated Employers and their employees, particularly those employees from designated groups. Designated Employers are Employers who employ 50 (fifty) or more employees, Employers who employ less than 50 (fifty) employees but whose annual turnover exceeds or equals the amounts in Schedule 4 of the Employment Equity Act, or an Employer who has been declared a designated Employer in terms of a collective agreement.
- 1.4. Designated groups are African, Coloureds and Indians, women of all races, and people with disabilities. All Employers who have 50 (fifty) or more employees on the date on which reports were due are required to report, and all Employers who have 150 (one hundred and fifty) or more employees on the date on which reports were due are required to comply with the reporting requirements for larger Employers.
- 1.5. Chapter 3 of the Employment Equity Act requires that Employers take certain Affirmative Action measures to achieve Employment Equity:
- (a) Employers must **consult** with the Unions and Employees in order to make sure that the plan is accepted by everybody and to allow parties to have fair input;
 - (b) Employers must **analyze** all Employment Policies, Practices and Procedures, and prepare a profile of their workforce in order to identify any problems relating to Employment Equity;
 - (c) Employers must **prepare and implement** an Employment Equity Plan, setting out the Affirmative Action measures they intend taking to achieve the Employment Equity goals;
 - (d) Employers must **report** to the Department of Labour on the implementation of the Plan in order for the Department to monitor their compliance; and
 - (e) Employers must **display** a summary of the provisions of the Act in all languages relevant to their workplace.
- 1.6. In the implementation of EE, we are concerned with a number of documents. These are the Code of Good Practice on the Implementation of Employment Equity Plans, the Employment Equity Act itself, the Regulations under the Employment Equity Act, and the user guide published by the Department of Labour. The Code of Good Practice on the Implementation of Employment Equity Plans is not law.
-

2. BACKGROUND

- 2.1. Chapter 3 of the Employment Equity Act (Act 55 of 1998) (read with Section 42 and 43) requires that designated employers engage in consultations in respect of a workforce profile analysis in order to identify areas of under-representation of designated persons. It also requires a designated employer to prepare and implement an Employment Equity Plan (EEP) which will achieve reasonable progress towards Employment Equity (EE) in the employer's workforce.
- 2.2. The workforce profile analysis will reveal gaps which may exist within the Municipality in terms of sufficient representation of employees from designated groups.
- 2.3. Where such gaps have been identified, it is required of the Municipality to set realistic and achievable targets for representation over 1 to 5 year period. These targets will be reinforced by equal opportunity, affirmative action, recruitment and selection, and skills development strategies of the Municipality.
- 2.4. The EEP includes the objectives, activities, numerical goals and targets to move towards achieving representation of the designated groups across the organizational structure.

3. PURPOSE

- 3.1. The purpose of this Employment Equity Plan is to identify areas of under-representation that may exist within the Municipality, and thereafter, implement corrective measures to address any gaps identified.
- 3.2. The plan also aims at providing the legal framework for the compliance with the Employment Equity Act (55 of 1998).

4. DURATION

- 4.1. The Employment Equity Plan of the Westonaria Local Municipality shall be for the duration of five (5) years starting from 2012 (2012 – 2017)
- 4.2. It is acknowledged that the plan which was developed subsequent to the first plan did not comply with the Act as per the outcomes of the DG Assessment conducted and the report. This plan therefore addresses the recommendations of the Assessment and the Report in areas of noncompliance.

5. FIVE YEAR OBJECTIVES

- 5.1. The Westonaria Local Municipality has concluded on the following objectives to be monitored on an annual basis over the five-year period of the plan to ensure that reasonable progress towards ensuring equitable representation of suitably qualified people from designated groups in all occupational categories and levels in the workforce is achieved:
 - (a) To set numerical goals for each year to monitor, measure and assess progress towards achieving employment equity in the Westonaria Local Municipality's workforce for all occupational levels and categories.
 - (b) To develop appropriate training strategies, succession plans and EE measures identified as key to achieving equitable representation over the duration of the EEP reporting cycles.

- (c) To promote preferential treatment of people from designated groups with regard to appointments and promotions in all occupational levels and categories for 2016 vision where underrepresentation has been identified.
- (d) To provide appropriate generic and functional training in line with Westonaria skills development strategy and employment equity requirements.
- (e) To ensure effective recruitment and retention of Women, especially Black Women on middle and senior management.
- (f) To ensure the equitable representation of suitably qualified people from designated groups in all occupational categories and level in the workforce.
- (g) To ensure the fair, timeous and consistent enforcement of Employment Relations policies/procedures.

5.2. In addition to these objectives, the Municipality also commits to the following obligations:

- (a) To ensure that all unfair discrimination is eliminated in all Municipal policies and practices, in both existing and new policies;
- (b) To develop and maintain a strategy of on-going sensitization regarding EE and diversity in the workplace;
- (c) To institute methods to identify barriers that inhibit EE and diversity in the workplace;
- (d) To institute measures and corrective actions to eliminate identified inhibitors and barriers effectively, through disciplinary actions, changed policies or any other means possible under the EE Act;

5.3. No employee's service will be terminated as a result of the implementation of this EEP.

6. Work force profile

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	1	1	2	0	0	0	0	0	5
Senior Management	10	0	0	5	1	0	0	3	0	0	19
Professionally qualified and experienced specialists and mid-management	19	0	0	6	11	1	0	9	1	0	46
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	97	0	0	13	45	0	0	13	1	0	168
Semi-skilled and discretionary decision making	138	0	0	1	70	0	0	1	0	0	210
Unskilled and defined decision making	2	0	0	0	0	0	0	0	0	0	2
Total Permanent	267	0	1	26	129	1	0	26	2	0	450
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRANT TOTAL	267	0	1	26	129	1	0	26	2	0	450

6.1. Employees with Disability

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	1		0	0	0	0	0	2
Senior Management	1	0	0	0	0	0	0		0	0	1
Professionally qualified and experienced specialists and mid-management	1	0	0	1		0	0		0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	2	0	0	1	2	0	0	0	0	0	5
Semi-skilled and discretionary decision making	5	0	0	1	0	0	0		0	0	6
Unskilled and defined decision making	0	0	0	0	0	0	0		0	0	0
Total Permanent	10	0	0	3	2	0	0	0	0	0	15
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRANT TOTAL	10	0	0	3	2	0	0		0	0	15

From the above information it is evident that there is under-representation of women at top and senior management levels within the Municipality.

The percentage required for the representation of people with disability (PWD) as per the total number of employees in the Municipality should be 2%, which should make at least nine (9) employees with disability. There are currently fifteen (15) employees with disability, which represents a percentage 3.3 from the total number of employees (450).

7. WORKFORCE DISTRIBUTION IN TERMS OF ECONOMICALLY ACTIVE POPULATION (EAP)

Economically Active Population refers to people from 15 to 64 years of age who are either employed or unemployed and seeking employment. Both the National and Provincial EAP statistics have been used to compare the Municipality's equity profiles to determine the level of representation of employees from the designated groups.

7.1. NATIONAL ECONOMICALLY ACTIVE POPULATION

MALE					FEMALE			
	African	Coloured	Indian	White	African	Coloured	Indian	White
National EAP	40.5%	6.0%	1.9%	6.7%	33.1%	5.0%	1.3%	5.4%

(2010-2011 Commission for Employment Equity Report)

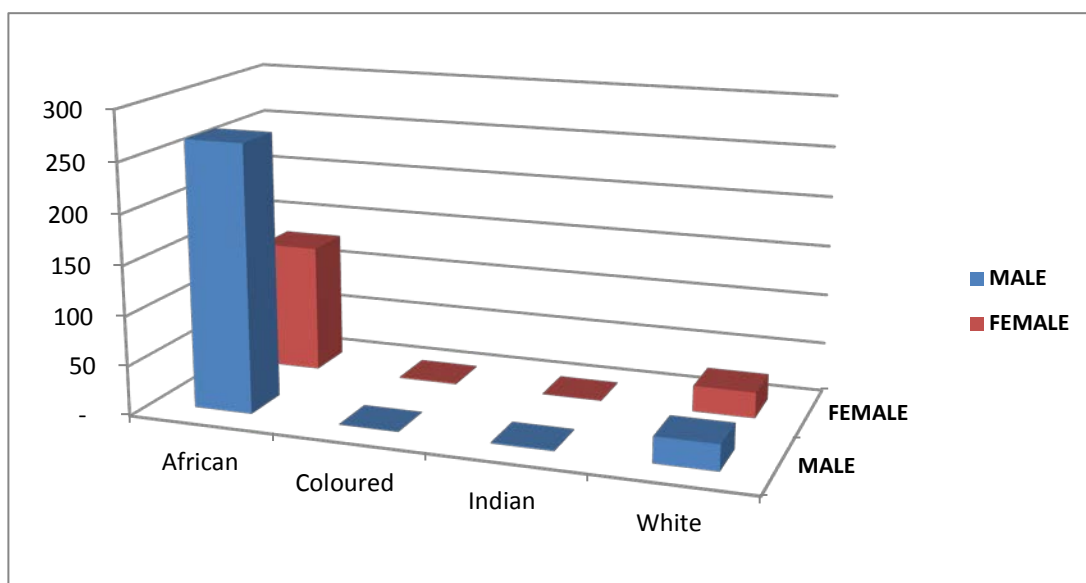
7.2. PROVINCIAL ECONOMICALLY ACTIVE POPULATION

MALE					FEMALE			
	African	Coloured	Indian	White	African	Coloured	Indian	White
Provincial EAP	44.6%	2.1%	1.4%	8.9%	33.3%	1.7%	0.8%	7.3%

(2010-2011 Commission for Employment Equity Report)

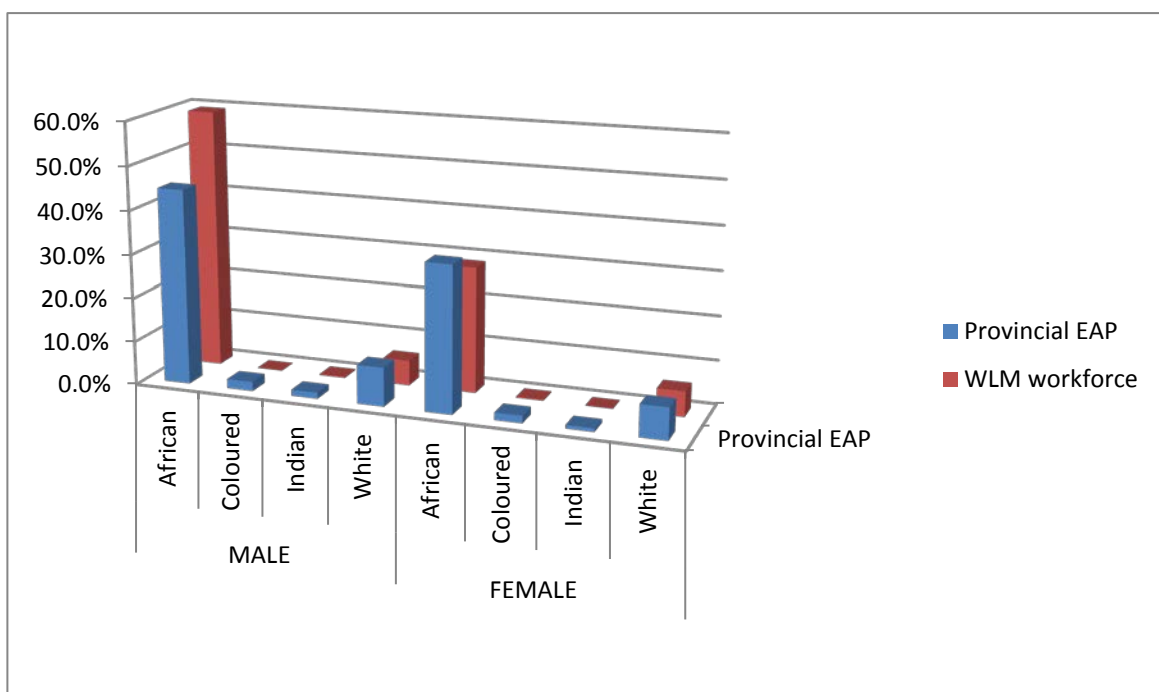
7.3. TOTAL WORKFORCE IN THE WESTONARIA LOCAL MUNICIPALITY AS AT JULY 2012

MALE					FEMALE				Foreign Nationals	
	African	Coloured	Indian	White	African	Coloured	Indian	White		TOTAL
WLM	267	0	1	26	129	1	0	26	2	450
%	59.33	0	0.22	5.78	28.67	0.22	0	5.78	0.44	100



7.4. COMPARISON OF THE MUNICIPALITY'S WORKFORCE WITH PROVINCIAL EAPS

	MALE				FEMALE			
	African	Coloured	Indian	White	African	Coloured	Indian	White
Provincial EAP	44.6%	2.1%	1.4%	8.9%	33.3%	1.7%	0.8%	7.3%
WLM workforce	59.33%	0.00%	0.22%	5.78%	28.67%	0.22%	0.00%	5.78%



8. Employment Equity Plan Implementation Strategies

8.1. Human Resources Policies and procedure development and review

No	NAME OF POLICY	Current Status (Approved/ Draft/Review)	Approval Date (if approved)	Comments
1	Employee Wellness Policy	Approved	2008	Must be reviewed
2.	Employment Equity Policy	Approved	2007	Must be reviewed
3.	Overtime Policy	Draft		1 st quarter (amend)
4.	Poor Work Performance Incapacity Policy	None		
5.	Recruitment, Selection and Retention Policy	Approved	2009	Must be reviewed

It is necessary to review all existing Human Resource Policies and Procedures for any direct or indirect unfair discrimination in order to ensure that they serve as enablers to the efforts directed at the achievement of the Employment Equity objectives by the Municipality.

New HR policies and procedures that will support the achievement of the employment equity targets must be developed and be accordingly implemented. The development and review of the HR Policies and Procedures will be done by the Human Resources Section in terms of the following programme.

8.2. Development of the database for PWDs

The development of the database of people with disability within the Municipal area will create a pool of prospective candidates from this group for consideration in the selection process.

8.3. Staff retention strategy

The staff turnover from designated groups remains a challenge to the achievement of employment equity targets and objectives. It is therefore important that staff retention strategies be developed and all barriers which may exist for the implementation of those strategies be identified and feasible corrective measures be implemented in line with Council directives.

The development of the Human Resources Strategy planned seeks to cover elements of staff development and retention in order to achieve a more productive and sustainable workforce.

8.4. Skills Development

Skills development interventions must be used as one of the effective tools for the fast-tracking of skills for designated groups to close skills gaps that might have been identified.

Fundamental to the achievement of Employment Equity targets is the need to establish the competence levels of suitably qualified persons, particularly amongst black females and persons with disability. In line with Sections 20(3) and (5), it is necessary to establish a database in this regard which will contain the following information:

- Skill Competency
- Qualifications
- Prior Learning
- Competency Remuneration
- Relevant Experience
- Capacity to acquire the skills within a reasonable time.

Mentorship and Coaching Programmes need to be implemented as a focal point for the skills acquisition process. There is a need for a formal programme comprising of mentor and coach training, talent management allocation of mentors, talent managers and dependents.

Training of the consultative forum for employment equity matters will ensure full participation of this forum in the implementation and monitoring of the employment equity plan of the Municipality.

9. Numerical goals (workforce profile projected for the EE plan)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	0	2	0	0	1			5
Senior Management	9	0	0	2	6	0	0	2			19
Professionally qualified and experienced specialists and mid-management	46	2	1	9	34	2	1	8			103
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	143	7	4	29	107	5	3	23			321
Semi-skilled and discretionary decision making	188	9	6	38	141	7	3	31			423
Unskilled and defined decision making	2	0	0	0	0	0	0	0			2
Total Permanent	390	18	11	78	290	14	7	65			873
Temporary employees											
GRANT TOTAL	390	18	11	78	290	14	7	65			873

10. Numerical goals (workforce profile for people with disabilities only projected)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	1	0	0	0	0	0	0	2
Senior Management	3	0	0		2	0	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	2	0	0	1	1	0	0	0	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	1	0	0	0	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	4	0	0	1	2	0	0	0	0	0	7
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	11	0	0	3	6	0	0	0	0	0	20
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRANT TOTAL	11	0	0	3	6	0	0	0	0	0	20

11. Numerical targets (for workforce profile projected for the end of the next reporting period)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	1	1	2	0	0	0			5
Senior Management	10	0	0	5	1	0	0	3			19
Professionally qualified and experienced specialists and mid-management	28	1	1	6	21	1	0	5			63
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	83	4	3	17	62	3	1	14			187
Semi-skilled and discretionary decision making	105	5	3	21	78	4	2	17			235
Unskilled and defined decision making	2	0	0	0	0	0	0	0			2
Total Permanent	229	10	8	50	164	8	3	39			511
Temporary employees											
GRANT TOTAL	229	10	8	50	164	8	3	39			511

12. Numerical targets (for workforce profile projected for employees with disabilities for the of the next reporting period)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	1		0	0	0	0	0	2
Senior Management	1	0	0	0	0	0	0		0	0	1
Professionally qualified and experienced specialists and mid-management	1	0	0	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	2	0	0	1	2	0	0	0	0	0	5
Semi-skilled and discretionary decision making	5	0	0	1	0	0	0		0	0	6
Unskilled and defined decision making	0	0	0	0	0	0	0		0	0	0
Total Permanent	10	0	0	3	3	0	0	0	0	0	15
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRANT TOTAL	10	0	0	3	3	0	0	0	0	0	15

13. Affirmative Action Measures

- (a) In order to create awareness around the Employment Equity in the Municipality, workshops and awareness campaigns will be conducted amongst all employees.
- (b) The Municipality shall endeavour to increase the pool of suitably qualified candidates from designated groups. This will be achieved through coaching and mentoring programmes, internships and learnership programmes, as well as training and development initiatives.
- (c) Appointment of members from designated groups will be done in line with the Employment Equity Plan of the Municipality, and also enhanced by the reviewed Recruitment and Selection Strategy and Policy. The advertisement of positions will reflect the Municipality's commitment to the Employment Equity.
- (d) All appointments made towards the achievement of the EE targets shall in all respects not be a form of tokenism. All the authority attached to the position offered to a member of a designated group shall not be compromised by any means.
- (e) Training and development of people from designated groups will be promoted through the Municipality's Training and Development Policy. Structured training and development programmes such as learnerships and internships, on-the-job mentoring and coaching, as well as accelerated training for newly recruited employees from designated groups will form part of the employee development initiatives.
- (f) Promotion of people from designated groups within the Municipality will be achieved through internal advertisements of positions which may promote the employees' upward mobility. This will form part of the retention strategy of the Municipality.
- (g) The assessment of the environment will be continuously conducted to ensure that it is accessible to and accommodative of workers with disabilities. Where modifications are necessary, such will be done in line with the applicable building legislations.
- (h) As part of measures designed to further diversity based on equal dignity and respect of all people, appointment of members from designated groups shall be promoted through transparent recruitment strategies and targeted advertising.

14. Consultation

- (a) The representative Employment Equity Committee shall be established as a consultative body in the Municipality for all employment equity matters. The Committee to deal with Employment Equity matters shall be the Human Resource Development Committee, which is the sub-committee of the Local Labour Forum established in terms of the Main Collective Agreement.
- (b) The Committee shall meet and consider progress reports on the implementation of the plan.
- (c) To ensure an informed and constructive consultation process, structured and regular meetings of the committee will be held.

15. Communication

Various forms of communication of employment equity programmes and activities to raise awareness amongst employees are necessary. The following measures must be implemented by the Municipality:

- Awareness during staff meetings
- Policy statements to include reference to Employment Equity
- Employment Equity Training to EE Committee

16. Monitoring, Review and Revision of the Plan

- (a) The Municipality shall keep all records relating to activities directed towards the implementation of the Employment Equity Plan, including, but not limited to, records pertaining to recruitment and selection, training and development and succession planning.
- (b) Quarterly reports on the progress made towards the achievement of the EE objectives shall be submitted to the EE Forum, Human Resource Development Committee, Local Labour Forum, Portfolio Committee, Mayoral Committee and Council.
- (c) The Employment Equity Plan shall be reviewed and revised, when necessary. Where such is the case, all relevant stakeholders shall be duly consulted.
- (d) Manual reporting to the Department of Labour shall be done annually on or before 1 October every year. On-line reporting shall be done annually on or before 15 January every year.

TC NDLOVU
MUNICIPAL MANAGER



ANNEXURE 6:

HUMAN RESOURCES MANAGEMENT & DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN

DOCUMENT MANAGEMENT

Document Name	HRM & HRD Strategy and Implementation Pan
Owner	Manager: Human Resources / Chairperson of HRM&HRD Strategic Planning Committee
Version	Final
Effective Date	27 February 2013
Approval Date	27 February 2013

DOCUMENT ACCEPTANCE

The following parties acknowledge that they have read this document, including all the annexures that may be attached.

_____	_____	_____	_____
Initials and Surname	Role	Signature	Date

_____	_____	_____	_____
Initials and Surname	Role	Signature	Date

_____	_____	_____	_____
Initials and Surname	Role	Signature	Date

_____	_____	_____	_____
Initials and Surname	Role	Signature	Date

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1. INTRODUCTION

Human resources are the most important, and the most expensive, resource that the municipality has. Hence, it is vital that it makes optimum use of this resource. The municipality needs to have the right number, the right competencies and the most appropriate organisational and functional spread of human resources, as well as well functioning systems and structures that allow it to be effective and efficient. The need for these resources will change over time as priorities and budget limitations change, and hence we need to update our Human Resource Management and Human Resource Development Strategy and Implementation Plan every year to keep it relevant.

The Human Resource Management and Human Resource Development Strategy and Implementation Plan outline the intentions of the Municipality in relation to how it should manage its human capital. It deals with:

- Planning the municipal workforce in totality;
- Developing a capable and skilled workforce that is striving towards service excellence;
- Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the Municipality.

In line with the above, the Human Resource Management Strategy and Implementation Plan are aimed at:

- Ensuring that the municipality has the right number and composition of employees with the right competencies, in the right places, to deliver on the municipality's mandate and achieve its strategic goals and objectives;
- Ensuring that the municipality makes optimum use of human resources and anticipates and manages surpluses and shortages of staff;
- Ensuring that the municipality's employees are suitably skilled and competent to add value to the municipality in delivering sustainable solutions, advice and capacity building to the municipality.

2. PURPOSE

The purpose of this HRM & HRD Strategy and Implementation Plan is to outline key interventions to be undertaken by the municipality in ensuring that it has the right number of people, with the right composition and with the right competencies, in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives. HR strategic planning is about determining the demand and supply of employees that are critical to achieving strategic objectives, analysing the gap between the demand and supply and developing a plan that seeks to close the gap.

In order to ensure that the municipality makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP, SDBIPs and Strategic Plan, the municipality needs to have in place a well-structured HRM & HRD Strategy and Implementation Plan. This strategy informs the decision-makers on the three critical issues:

- current *supply* of human resources;
- human resources *demand*, as well as
- Prioritised and *strategic HR actions* to be taken.

3. LEGISLATIVE CONTEXT

It is also vital to ensure that the integrated HRM & HRD Strategy and Implementation Plan further address the key requirements of a wide range of legislation. Current legislation governing human resources management and human resources development planning within the local government sector is listed below:

- The Constitution of the Republic of South Africa.
- Municipal Systems Act
- Municipal Structures Act
- Municipal Demarcation Act
- Municipal Finance Management Act, 1999
- Treasury Regulations, 2002
- Employment Equity Act, 1998
- Labour Relations Act, 1995
- Basic Conditions of Employment Act, 1997
- Skills Development Act, 1998
- Skills Development Levies Act, 1999
- South African Qualifications Authority Act, 1995
- Occupational Health and Safety Act
- Compensation for Occupational Injuries and Diseases Act, 1993
- Medical Schemes Act 1998
- SADC Code of Good Practice on HIV/AIDS
- ILO Code of Practice on HIV/AIDS in the world of work

4. MUNICIPAL BUSINESS OUTLINE

4.1 Municipal Vision

The municipality's vision states as "*Better communities through governance excellence*"

4.2 Municipal Mission

The mission of the municipality is "*To provide a developmental municipal governance model towards sustainable quality of life for all communities in Westonaria*".

4.3 Strategic Objectives

The following objectives have been identified towards realising the vision of the municipality:

- To promote integrated sustainable development
- To provide basic services to communities
- To promote local economic and social development
- To provide a safe and healthy environment
- To provide a democratic and accountable government for local communities
- To ensure municipal business excellence.

4.4 Municipal Values

The values governing the way the municipality operates are:

- Accountable
- Committed
- Democratic
- Proactive
- Service Excellence

4.5 The Role of the Human Resources Function

The role of the human resource unit \ function within the municipality is as follows:

- Planning the municipal workforce in totality;
- Developing a capable and skilled workforce that is striving towards service excellence;

- Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the municipality.

In line with the above, the HR unit is responsible for ensuring that the municipality:

- has the right number and composition of employees with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;
- makes optimum use of human resources and anticipates and manages surpluses and shortages of staff;
- has a suitably skilled and competent workforce to add value to municipality in delivering sustainable solutions, advice and capacity building to the municipality in the following areas:
 - Human resource planning
 - Equal employment opportunity
 - Staffing (recruitment and selection)
 - Compensation and benefits
 - Employee and labor relations
 - Health, safety, and security
 - Human resource development
 - Organization and job design
 - Performance management/ performance appraisal systems
 - Research and information systems
 - Training and development (T&D)
 - Organisational development
 - Career development

5. STRATEGIC ALIGNMENT

Table 1: Municipal IDP Objectives

#	IDP Strategic Goals and Objectives
1.	To promote integrated sustainable development <ul style="list-style-type: none"> ○ Land use management ○ Human settlements management ○ Infrastructure master planning ○ Rural development planning
2.	To ensure the provision of basic services to communities <ul style="list-style-type: none"> ○ Physical infrastructure (Roads, electricity, public amenities) ○ Municipal services (Water, sanitation, solid waste removal)
3.	To promote local economic and social development <ul style="list-style-type: none"> ○ Economic development ○ Social development ○ Rural development
4.	To provide a safe and healthy environment <ul style="list-style-type: none"> a. Environmental health services b. Community safety
5.	To provide a democratic and accountable government for local communities <ul style="list-style-type: none"> ○ Broaden local democracy ○ Corporate governance
6.	To ensure internal municipal business excellence <ul style="list-style-type: none"> ○ Business management / leadership <ul style="list-style-type: none"> ▪ Strategic positioning (policies, structures, strategic planning, operational planning, focus on core business) ▪ Organisational culture ▪ Stakeholder relations management / communication ▪ Business performance management ○ Resource management <ul style="list-style-type: none"> ▪ Human resource management ▪ Financial management ▪ ICT management ▪ Information / knowledge management ▪ Asset management

6. Human Resources Status Quo

6.1 External Analysis

The municipality recognises the economic, social and political environment (within South Africa) that exists and operates within. Factors with significant implications for the municipality human capital management relate mainly to the following key factors:

Demographics of the region

The municipality seeks to ensure that its workforce, to the greatest extent possible, is a reflection of the South African population demographics. The municipality will continue to analyse and remove the systemic organisational barriers to designated groups' advancement and encourage diversity within all levels. Consistent review and update of the Employment Equity Plan and Employment Equity Strategies become vital in ensuring a diverse workforce.

Skills mobility

- ❑ There are significant challenges in maintaining high levels of productivity in a skills constrained economic climate where mobility of skilled professionals skews a demand supply and inflates salaries at all professional levels.

Fierce talent competition in the market

- ❑ Recruiting and retaining high quality employees at a time of significant competition from similar institutions nationally, poses a further challenge. A comprehensive approach to personal and professional development is necessary so that the municipality can create the career opportunities and reward structures that contribute to ongoing job satisfaction and, hence, retention.

6.2 Internal Analysis

The ultimate end result of the situation analysis is to arrive at a set of action steps that need to be taken in order to move the municipality's HRM & HRD practices, systems and process from "where they are" to "where they should be". The following tables show all the challenges identified and the proposed ideal state for all identified challenges. While the initial analysis focused on the following key areas;

- Human Resource Management and Human Resources Development

- Labour Relations
- Organisation Structure and
- Performance Management System;

There are other areas identified from other documents analysed. The desired state for each of the current challenges is highlighted in the following table:

Table 2: Current Challenges and Ideal State

CURRENT CHALLENGES	IDEAL STATE
HUMAN RESOURCE MANAGEMENT AND HUMAN RESOURCES DEVELOPMENT	
There is no observed evidence of strategic alignment as well as adequate resources for the HRM & HRD planning processes.	Adoption of HRM & HRD SOPS and Guidelines as proposed by DLGH
There is no adequate capacity for the HRM & HRD planning processes.	Fully functional HRM & HRD Strategic Planning Committee deployed as per guideline provided
No Recruitment and Retention Strategy in place	Approved Recruitment and Retention Strategy/ies implemented
No workforce supply and demand forecasting processes in place	Workforce planning tools, process and techniques
No clear evidence of strategic alignment between skills development planning, skills demand forecasting, talent management interventions and the IDP	Integrated workforce planning aligned to the IDP and SDBIPs for all departments and
Incomplete set of Human Resource Policies and Procedures & Outdated Policies	Comprehensive HR Policies Manual (including SOPs) to cover the entire HR value chain.
LABOUR RELATIONS	
Inadequate policies and procedures to proactively manage labour relations.	Approved policies with SOPs for managing labour relations
High volume of grievance and disciplinary cases	Fewer grievance and disciplinary cases
ORGANISATIONAL STRUCTURE	
Organisational structure needs further refinement to improve span of control, formalisation, complexity and coordination	Organisational structure aligned to best practise
No documented business processes	Approved detailed business processes
PERFORMANCE MANAGEMENT SYSTEM	
The system has not been cascaded to lower level employees yet with:	Appropriate Performance Management Framework and Policy implemented across all

CURRENT CHALLENGES	IDEAL STATE
<ul style="list-style-type: none"> Individual Development Plans not fully implemented Five point rating scale not implemented 	levels
<p>The current draft Performance Management Framework does not reflect three key components: Performance Management Model, Framework as well as Policies and Procedures & PMS Implementation Plan</p>	<p>The following reviewed and aligned to best practice:</p> <ul style="list-style-type: none"> PMS Framework, PMS Model, PMS Policies and Procedures, Scorecards, and Improve the quality of KPIs
SKILLS DEVELOPMENT	
Loss of key skills	Skills Audit conducted, gaps identified and strategies to address the gaps developed.
ORGANISATIONAL CULTURE	
Low staff morale and productivity levels	Improved staff morale with maximum productivity levels
TRANSFORMATION	
Lack of Employment Equity Plan	5-year Integrated EE Plan EE Forum established
EMPLOYEE WELLNESS	
Lack of fully operational employee wellness program	EAP programme implemented

7. HRM AND HRD STRATEGY

7.1 Human Resources Vision

“To be recognised as a quality, best practice and professional service provider by our customer”

7.2 Human Resources Mission

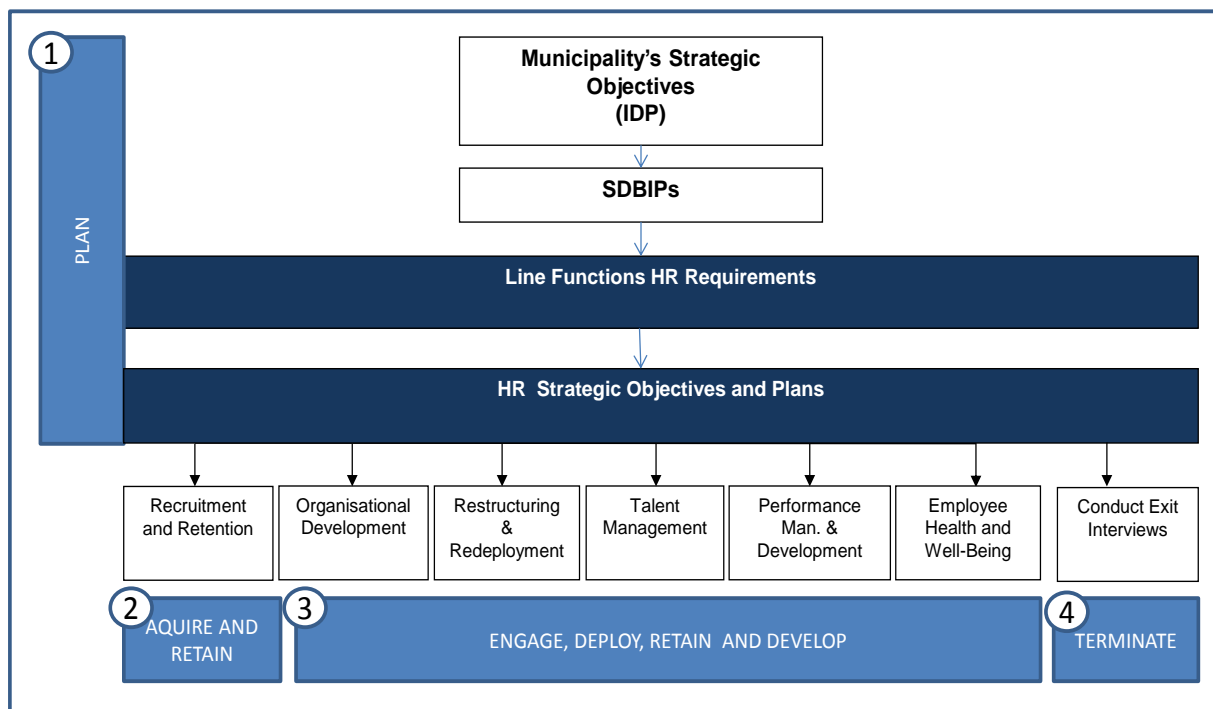
“To creatively address our Human Resources challenges by finding cost effective, sustainable and efficient solutions to be able to provide services to our customers in a professional manner”

7.3 Human Resources Strategic Direction

The following HR Strategic Framework illustrates an integrated HR Management Approach. Integration is critical to enhance performance of the human resources value chain. Research shows that without integrating HR activities with other business processes and objectives or outcomes, the effort invested will tend to degenerate or not be fully realised. Integration lies in understanding how all the pieces of the strategy all fit together to meet the municipality’s HR requirements.

To address the above-mentioned challenges and to arrive at the ideal states, the municipality has to ensure that the overall human resources strategy is linked to the overall municipal objectives as per the provided guideline. The following diagram gives a summarised illustration of the Human Resources Strategic Framework which gives structure on how to efficiently and effectively deliver human resources services to the municipality.

Figure 1: HR Strategic Framework



The table below articulates the HR strategic objectives in support of the strategic human resources management and development within the municipality. The table further gives a detailed break-down in a manner that covers the entire human capital value chain:

Table 3: High Level HR Strategic Objectives aligned to the municipality's IDP

HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
HR Strategic Goal 1: Strategic Alignment	Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.
	Annual alignment of the organisational structure to the newly reviewed IDP and SDBIPs.
	Implement a workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives
	Revamp the HR service delivery model and business processes for the municipality and introduce the Strategic Partnership Service Model

HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
	Proactively engage customers in the analysis of their human resources requirement issues and identify strategies to address concerns
HR Strategic Goal 2: Effective Human Resource Planning	Effectively identify, attract and retain the best talent to help the municipality meet its IDP objectives
	Develop and deploy an integrated workforce plan which will enable the municipality to hire and retain the right talent, at the right time, in the right place
	Identify scarce and critical skills
	Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the municipality
	Develop standardised job profiles for all positions to be used as a basis for recruitment and career pathing
HR Strategic Goal 3: Organisational Development	Conduct climate survey to understand current challenges around organisational culture, and use results to design the future/ ideal organisational culture
	Prepare and implement transition process that provide for continuity in the municipality's operations
	Establish a sound knowledge management and knowledge transfer programme for all key positions
	Develop a Change Management and Communication Strategy to address culture challenges and ensure effective transition of the municipality
	Conduct a formal review of municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.
	Conduct exit surveys \ interviews to identify reasons for

HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
	attrition and use the information to enhance or improve employee experience of the municipality
HR Strategic Goal 4: Build and Sustain a Capable, Diverse, Well-Trained, Workforce and Enhance Retention Through Learning and Professional Development Opportunities	Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance.
	Develop a leadership succession plan, including a leadership gap analysis
	Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.
	Provide coaching and consultative support to management on leadership development and people management issues
	Identify employees who need ABET up-skilling and implement relevant actions
HR Strategic Goal 5: Inculcate A Results-Oriented High Performance Culture	Develop employee performance management system
	Roll-out of employee Performance Management to enforce responsibility and accountability by line managers and employees to enhance organisational, team and individual performance.
	Develop Individual Development Plans for all employees and translate that into Work Place Skills Plan for training interventions to address skills gaps.
HR Strategic Goal 6: Recognise & Reward Performance	Develop Remuneration Strategy to address all aspects of remuneration
	Establish a Recognition and Reward Programme with both financial and non-financial incentives
	Link the Promotion Policy to all relevant career development

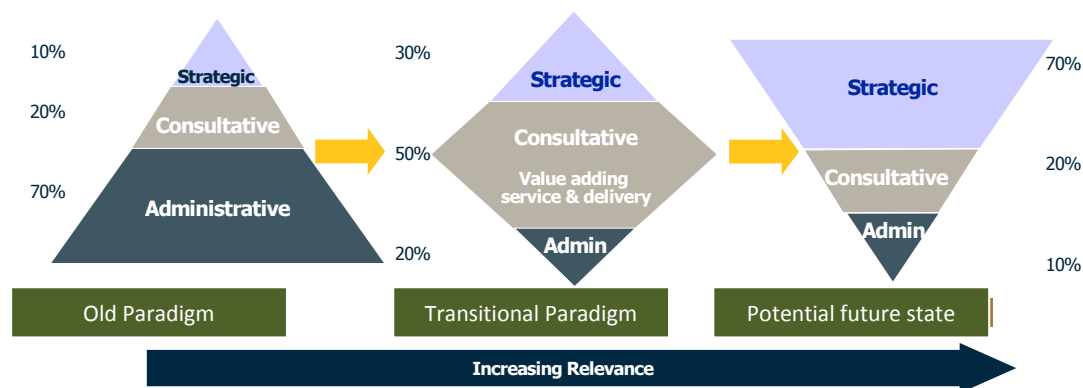
HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
	programmes
HR Strategic Goal 7: Sound Employee Relations & Human Resources Governance	Conduct a review of HR Policies, SOPs and Processes as and when required, ensuring alignment to legislative requirements and best practice
	Develop and implement a comprehensive employee wellness programme
	Enforce compliance to ensure corporate governance
	Capacitate line management \supervisors through coaching and continuous training on grievances and disciplinary matters so that these are used as corrective and not punitive measures
	Establish Employee Forums to educate and up-skill employees on labour related matters
	Develop effective Workplace Diversity and Transformation Programme

8. NEW HR STRATEGIC PARTNERSHIP MODEL

One of the weaknesses of the current human resources unit is that it is transactional, administrative and reactive in nature. In order to be a credible partner in the process of service delivery in the future, HR will need to focus less on the 'what' it is doing and more on 'what is being delivered'. This will require HR to adopt a less inward focus on what is happening within HR, and more of an outward focus to understanding what is worrying service delivery line managers and helping leaders in the municipality to reach their goals. In essence HR must realise and make the connection between what it does, and how this has meaningful strategic and delivery enhancement impact for the municipality.

In repositioning itself as a strategic partner to the municipality, the Human Resource unit needs to adopt a service model which will improve the service level of its performance. The diagram below illustrates how HR should transform from an administrative function to a strategic business partner. As the diagram below indicates, the achievement of this increase in relevance requires a shift from a primary administrative focus, to one that is more strategic and consultative.

Figure 2: New HR Strategic Partnership Model



This new HR Strategic Partnership Model challenges the current administrative roles and ensure that administration is just but one of the functions of HR services. The model promises to execute the HR mandate by means of the following roles:

Table 4: HR Role

Business Partner Role	
Purpose:	Activities
<p>To strategically map and drive HR practices in line with municipality's objectives</p> <p>To facilitate delivery on HR objectives through the attraction, retention and maintenance of competent employees</p>	<ul style="list-style-type: none"> ▪ Drive the development and implementation of HRM & HRD Strategy ▪ Render full suite of HR functions to business units through a partnering model ▪ Provide management advice on HR operations to line managers ▪ Manage key HR Stakeholders ▪ Analyse trends and submit reports on HR information to all stakeholders ▪ Coordinate HR functional issues in line with business unit requirements ▪ Resource business units with the required employees ▪ Keep abreast of best practice within the sector ▪ Advise Executive Management on HR risks that affect service delivery and propose mitigation actions
Administrator Role	
Purpose:	Activities
To provide HR administrative support to the Municipality	<ul style="list-style-type: none"> ▪ HR administration ▪ Maintain Human Resources Information System ▪ Provide general support in coordinating key HR initiatives ▪ Coordinate and administer HR queries ▪ Provide 'walk-in support' for relevant HR services
Specialist Role	
Purpose:	Activities
<p>To provide specialist and high level support and advise to line management regarding organisational development and transformational issues within the municipality</p> <p>To ensure delivery on HR</p>	<ul style="list-style-type: none"> ▪ Development of HR strategies such as HRM & HRD Strategy, Retention, Reward, Talent management strategies, etc. ▪ Execution of the HR objectives through various strategic programmes ▪ Provide specialist advice and support to HR Business Partners

objectives through the attraction, retention and maintenance of competent employees	<ul style="list-style-type: none"> ▪ Ensure compliance and foster sound HR legislation and corporate governance ▪ Design and implement training programmes to develop organisational skills levels
Change Catalyst Role	
Purpose:	Activities
To provide high level support and advise to line management regarding organisational development and transformational issues	<ul style="list-style-type: none"> ▪ Manage transformation within the municipality ▪ Develop a communication plan to actively raise the level of awareness in the executive team in respect of strategic HR issues and opportunities ▪ Drive development of a culture and value system which best supports the municipal vision and objectives ▪ Establish formal change management programme and practices ▪ Develop change management capability at all levels of the municipality and embed changes in work practices and culture ▪ Facilitate the development and implementation of improvement initiatives to enhance the municipality's strategic delivery capability ▪ Analyse individual and municipal competency requirements ▪ Support and coach line functions during change projects ▪ Support strategic initiatives and make sure they happen ▪ Mediate over issues that arise during change initiatives ▪ Act as a catalyst and driver of change

9. IMPLEMENTATION PLAN

The Implementation Plan contains **only** those interventions that have been prioritised and budgeted for in the current annual budget. Progress against the plan and the performance indicators will need to be monitored. The impact and effectiveness of each of the interventions must be measured and if necessary corrective action taken and interventions made to direct HR activities towards their objectives. The following monitoring and evaluation mechanisms will be utilised to measure effective implementation of the HRM & HRD strategy roll-out plan:

- Monthly Management Reporting;
- Quarterly Management Reporting
- Labour Forums;
- Employment Equity Forum;
- Skill Development Committee;
- Performance Management Committee;
- Annual Reporting.

KPA \ Planned Activities	KPI \ Outcomes \ Measures (how will success be measured)	Baseline	Annual Target	Actual	Responsible Person	Evidence	Resources	M & E Date of submission of progress report
HR Strategic Goal 1: Strategic Alignment								
Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.	Documented evidence of a HRM & HRD Strategy and Implementation Plan that includes goals and strategies	2008 HR Strategy	30 June 2013	30 November 2012	Manager: HR	Approved HRM & HRD Strategy & Implementation Plan	None	Quarterly Management Report
Annual alignment of the organisational structure to the newly reviewed IDP and SDBIPs.	Documented Organisational Structure aligned to the IDP	Current (2011-2012) approved structure	30 June 2013	30 November 2012	Manager: HR	Report submitted to EXCO	None	Quarterly Management Report
Implement a workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives	Documented evidence of a workforce plan	None	30 June 2013	31 March 2013	Manager: HR	Workforce Analysis Report	HR, Finance Tools	Quarterly Management Report
		None	30 June 2014	30 June 2014	Manager: HR	Workforce Plan	HR, Finance Tools	Quarterly Management Report
HRRevamp the HR service delivery model and business processes for the municipality and introduce the Strategic Partnership Service Model	Key human resources services managed through Service Level Agreements (SLA's)	Inter-departmental SLAs	30 June 2013	31 March 2013	Manager: HR	Revised SLAs	None	Quarterly Management Report
Proactively engage customers in the analysis of their workforce management issues and identify strategies to address concerns		Revised Business Processes	30 June 2014	30 June 2014	EM: Corporate Manager: HR	Revised Business Processes submitted for approval	HR	Quarterly Management Report

KPA \ Planned Activities	KPI \ Outcomes \ Measures (how will success be measured)	Baseline	Annual Target	Actual	Responsible Person	Evidence	Resources	M & E Date of submission of progress report
HR Strategic Goal 2: Effective Human Resource Planning								
Effectively identify, attract and retain the best talent to help the municipality meet its IDP objectives	Documented Recruitment & Retention Strategy, Policy, Processes and SOPs	Draft Recruitment & Selection Policy	30 June 2013	30 November 2012	Manager: HR	Approved Recruitment & Retention Strategy, Policy, Processes and SOPs	None	Quarterly Management Report
	Talent Management Strategy	None	30 June 2014	30 December 2013	Manager: HR	Approved Talent Management Strategy	None	Quarterly Management Report
Develop and deploy an integrated workforce plan which will enable the municipality to hire and retain the right talent, at the right time, in the right place	Documented evidence of a workforce plan	None	30 June 2014	30 June 2014	Manager: HR	Workforce Plan	HR Finance Relevant Tools	Quarterly Management Report
Identify scarce and critical skills	Municipality-specific Register of Scarce and Critical Skills	None	30 June 2013	30 December 2012	Manager: HR	Approved Register of scarce and critical skills	None	Quarterly Management Report
Partner with Institutions of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the municipality	Documented proof of strategic partnerships	Current partnerships with Wits and UP	30 June 2014	31 December 2013	Manager: HR	Signed MOUs between municipality and the institutions	None	Quarterly Management Report

KPA \ Planned Activities	KPI \ Outcomes \ Measures (how will success be measured)	Baseline	Annual Target	Actual	Responsible Person	Evidence	Resources	M & E Date of submission of progress report
Develop standardised job profiles for all positions to be used as a basis for recruitment and career pathing	Documented Job Profiles	None	30 June 2013	30 June 2013	Manager: HR	Approved job profiles	None	Quarterly Management Report
HR Strategic Goal 3: Organisational Development								
Conduct climate survey to understand current challenges around organisational culture, and use results to design the future/ ideal organisational culture	Documented evidence of conducted surveys	2008 Climate Survey	30 June 2013	31 March 2013	Manager: HR	Climate Survey Report	Finance	Quarterly Management Report
Prepare and implement transition process that provide for continuity in the municipality's operations	Documented Succession Plan	None	30 June 2014	31 June 2013	Manager: HR	Approved Succession Plan	None	Quarterly Management Report
Establish a sound knowledge management and knowledge transfer programme for all key positions	Documented Mentorship and Coaching Plan	None	30 June 2014	31 June 2013	Manager: HR	Approved Mentorship and Coaching Plan	None	Quarterly Management Report
Develop a Change Management and Communication Strategy to address culture challenges and ensure effective transition of the municipality	Documented Change Management and Communication Strategy	None	30 June 2014	30 June 2013	Manager: HR	Approved Change Management and Communication Strategy	HR	Quarterly Management Report

KPA \ Planned Activities	KPI \ Outcomes \ Measures (how will success be measured)	Baseline	Annual Target	Actual	Responsible Person	Evidence	Resources	M & E Date of submission of progress report
Conduct a formal review of municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.	Increase in percentage of standardised \ streamlined orientation and on-boarding activity	Existing Induction Programme	30 June 2013	31 March 2013	Manager: HR	Approved standardised \ streamlined orientation and on-boarding programme	Finance HR	Quarterly Management Report
Conduct exit surveys \ interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the municipality	Documented proof of conducted exit interviews	None	30 June 2013	31 December 2012	Manager: HR	Exit interviews report	None	Monthly Management Report
HR Strategic Goal 4: Build and Sustain a Capable, Diverse, Well-Trained, Workforce and Enhance Retention Through Learning and Professional Development Opportunities								
Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance.	Documented evidence of a completed needs assessment	Current process from individual departments	30 June 2013	30 June 2013	Manager: HR	Training Needs Analysis Report (WSP)	None	Quarterly Management Report
Develop a leadership succession plan, including a leadership gap analysis	Documented Leadership Succession Plan	None	30 June 2014	30 June 2013	Manager: HR	Approved Leadership Succession Plan	None	Quarterly Management Report
Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.	Documented evidence of Leadership and Management Development Programme	GCRA	30 June 2014	30 June 2013	Manager: HR	MOUs with Institutions of Higher Learning	Finances	Quarterly Management Report

KPA \ Planned Activities	KPI \ Outcomes \ Measures (how will success be measured)	Baseline	Annual Target	Actual	Responsible Person	Evidence	Resources	M & E Date of submission of progress report
Provide coaching and consultative support to management on leadership development and people management issues	Coaching Plans	None	30 June 2014	31 June 2013	Manager: HR	Approved Mentorship and Coaching Plan	None	Quarterly Management Report
Identify employees who need ABET up-skilling and implement relevant actions	Individual Development Plans	2008 ABET Programme	30 June 2013	30 June 2013	Manager: HR	Training Needs Analysis Report (WSP)	None	Quarterly Management Report
HR Strategic Goal 5: Inculcate a Results-Oriented High Performance Culture								
Develop employee performance management system	Approved Individual Performance Management System	Existing system for section 56 managers	30 June 2013	30 June 2013	Manager: IDP/PMS Manager: HR	Approved Individual Performance Management System	Finance	Quarterly Management Report
Roll-out of employee Performance Management to enforce responsibility and accountability by line managers and employees to enhance organisational, team and individual performance.	Individual Performance Plans & Development Plans	Existing system for section 56 managers	30 June 2014	30 September 2013	Manager: IDP/PMS Manager: HR	Approved Individual Performance Management System	Finance	Quarterly Management Report
Develop Individual Development Plans for all employees and translate that into Work Place Skills Plan for training interventions to address skills gaps.	Individual Performance Management System	Existing system for section 56 managers	30 June 2014	30 September 2013	Manager: IDP/PMS Manager: HR	Approved Individual Development plans Training report	Finance	Quarterly Management Report

KPA \ Planned Activities	KPI \ Outcomes \ Measures (how will success be measured)	Baseline	Annual Target	Actual	Responsible Person	Evidence	Resources	M & E Date of submission of progress report
HR Strategic Goal 6: Recognise & Reward Performance								
Develop Remuneration Strategy to address all aspects of remuneration	Documented Remuneration Strategy	None	30 June 2014	30 June 2013	Manager: IDP/PMS Manager: HR	Approved Remuneration Strategy	Finance HR	Quarterly Management Report
Establish a Recognition and Reward Programme with both financial and non-financial incentives	Recognition and Reward Strategy & Policy	None	30 June 2013	30 June 2013	Manager: IDP/PMS Manager: HR	Approved Recognition and Reward Strategy & Policy	Finance	Quarterly Management Report
Link the Promotion Policy to all relevant career development programmes	Promotions Policy	Existing Policy (Promotion & Succession Planning)	30 June 2014	30 June 2013	Manager: IDP/PMS Manager: HR	Approved Leadership Succession Plan	None	Quarterly Management Report
HR Strategic Goal 7: Sound Employee Relations & Human Resources Governance								
Conduct a review of HR Policies, SOPs and Processes as and when required, ensuring alignment to legislative requirements and best practice	Documented Policies, Processes and Procedures aligned to best practice prevailing legislation	Existing Policies	30 June 2013	30 June 2013	Manager: HR	Approved Policies	HR	Quarterly Management Report
Develop and implement a comprehensive employee wellness programme	Comprehensive EWP	Existing Programme	30 June 2013	30 June 2013	Manager: HR	Approved EWP	HR	Quarterly Management Report
Capacitate line management /supervisors through coaching and	Increased number of effective dispute	Conducted	30 June	30 June	Manager: HR	Workshop Report	Finance	Quarterly Management

<i>KPA \ Planned Activities</i>	<i>KPI \ Outcomes \ Measures (how will success be measured)</i>	<i>Baseline</i>	<i>Annual Target</i>	<i>Actual</i>	<i>Responsible Person</i>	<i>Evidence</i>	<i>Resources</i>	<i>M & E Date of submission of progress report</i>
continuous training on grievances and disciplinary matters so that these are used as corrective and not punitive measures	handling cases	workshops	2013	2013		Attendance Register % reduction in number of grievances and disciplinary cases	HR Line Managers	Report
Establish Employee Forums to educate and up-skill employees on labour related matters	Employee Forums	Facilitated training sessions	30 June 2013	30 June 2013	Manager: HR	Workshop Report Attendance Register	Finance HR	Quarterly Management Report
Develop effective Workplace Diversity and Transformation Programme	Achieved Targets	Current EE Plan	30 June 2013	30 June 2013	Manager: HR	EE Reports	Finance	Quarterly Management Report
Ensure sound governance through rigorous regulation of registration with professional bodies	Documented proof of registration with professional bodies and monitoring report on compliance	None	30 June 2013	30 June 2013	Manager: HR	Documented proof of registration with professional bodies Compliance Reports	Finance HR Line managers	Quarterly Management Report



ANNEXURE 7:

REGIONAL INTEGRATED TRANSPORT PLAN

West Rand District Municipality

Cnr Sixth and Park Streets

Randfontein

1760

Tel: +2711 411-5000

Fax: +2711 412-3663



Project Name : Preparation of Local Integrated Transport
Plans and Update of District Integrated
Transport Plan.

Commencement Date: January 2010

Key Deliverables : Westonaria Local Integrated Transport Plan.

Initiator : West Rand District Municipality in
Association with Westonaria Local Municipality.

Approved By : West Rand District Municipality

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i. CHAPTER CONTENT

1. Introduction

The introduction covers the background, demographics, the applicable legal framework and interrelationship of different transport plans.

2. Transport Status Quo

The Status Quo of transport stipulates the inventory of transport facilities i.e. roads etc. The Status Quo was used as a base document to analyse the transport system in the area.

3. Transport Needs Assessment

The transport needs assessment outlines the process that was followed in soliciting inputs from the people of Westonaria Local Municipality and the identification of the maintenance needs of the transport infrastructure as well as the new infrastructure requirements.

4. Transport Improvement Proposals

The Transport Improvement Proposals encapsulates that projects that have been identified through the transport needs assessment process including the non-motorised transport, special category of passengers and private transport.

5. Implementation Budget and Programme

This section outlines a five year budget programme based on the prioritised projects and availability of funding.

6. Annexure

This section depicts the workshop material and information received from local municipal officials and local participants.



ii. LIST OF ACRONYMS

AADT – Average Annual Daily Traffic

CBD – Central Business District

IDP – Integrated Development Plan

LITP – Local Integrated Development Plan

MCLM – Westonia City Local Municipality

MIG – Municipal Infrastructure Grant

NLTA – National Land Transport Act 5 Of 2009

NLTSP – National Land Transport Strategic Framework

NLTTA – National Land Transport Transition Act 22 of 2000

PLTF – Provincial Land Transport Framework

PMS – Paved Management System

PRASA – Passenger Rail Agency South Africa

RSDC – Rural Service District Centre

TDM – Travel Demand Management

VCI – Visual Condition Index

WRDM – West Rand District Municipality



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1. INTRODUCTION

1.1. Overview

Transport is one of the major drivers of the socio-economic development of a local municipality. Thus, the National White Paper on Transport Policy of 1996 emphasises that transport must be accessible, affordable, safe and efficient. Transport must reduce the costs of goods and services.

Westonaria Local Municipality (WLM) is one of the constituent parts of the West Rand District Municipality (WRDM). The WLM shares its borders with the Metropolitan City of Johannesburg and Emfuleni Local Municipality. The physical characteristics indicate a dispersed settlement area with low urban densities and rural separation from activity centres.

The municipality is situated in a mining area. The decline of mining activity over many years has its toll on the population. Due to the economic meltdown many people in the area are unemployed. Stats South Africa figures of the 2007 Community Survey show that the Westonaria population dropped from 109,328 in 2001 to 99,222 in 2007. This decline can be attributed to the drop in mining activity.

Table 1 below shows the population trends in Westonaria between 2001 and 2007 as per Stats SA census.

Table 1: Population Trends in Westonaria

	1996	2001	2007
Persons			
Black	101699	97540	85132
Coloured	435	485	400
Indian	111	169	72
White	12104	11134	13618
Total Population	115272	109328	99222

Source: Stats SA Community Survey 2007



Westonaria Local Municipality comprises of the following towns and townships see **Map 1** below

- Westonaria
- Bekkersdal
- Simunye
- Venterspoort
- Glenharvie
- Hillshaven
- Wagterskop ext 2
- Nufcor (Private Township)
- Libanon (Mining Village)

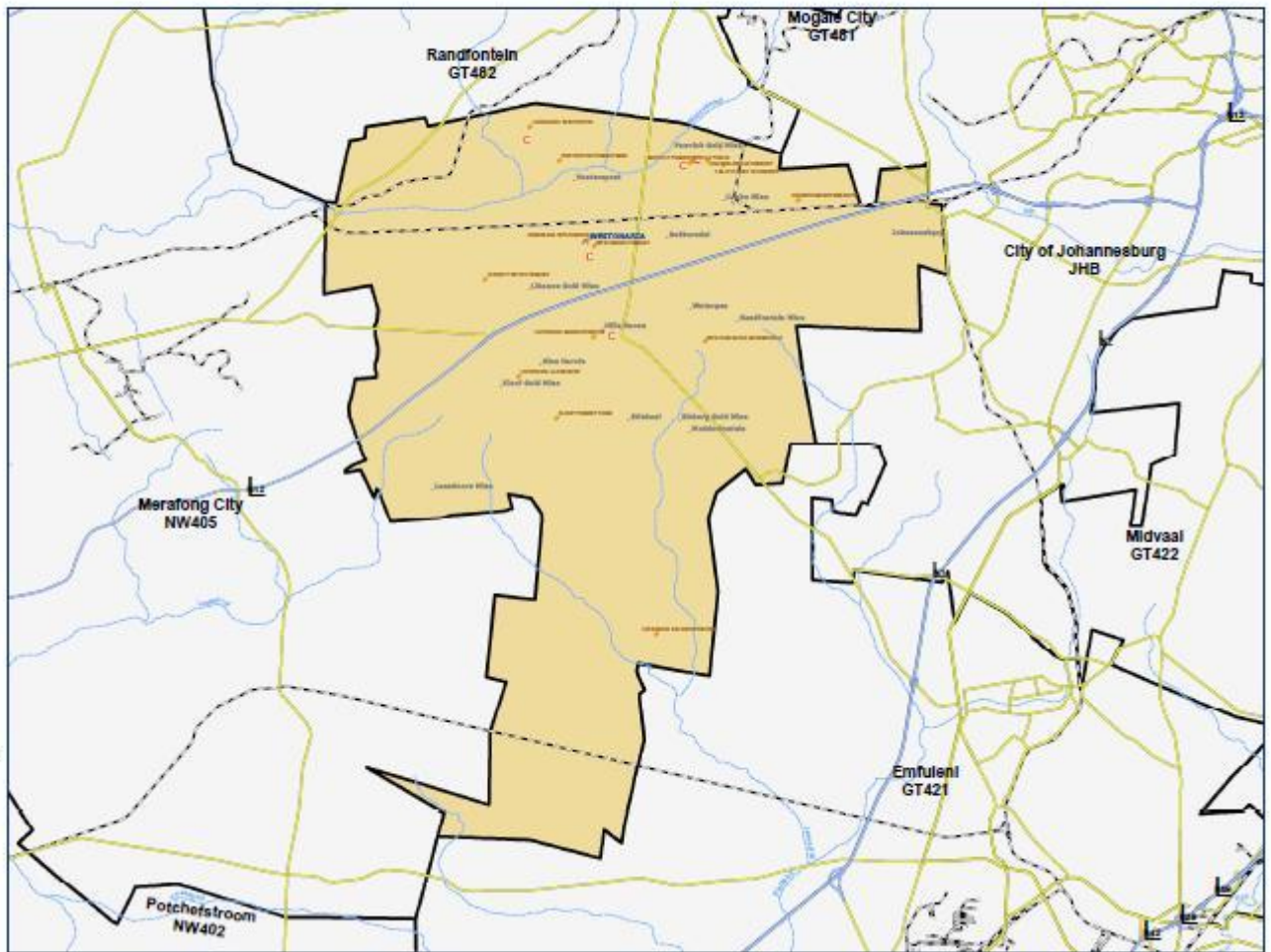
The WLM is characterised by agricultural holdings, which are:

- West Rand
- Ten Acres
- Waterskop
- Waterpan
- West Rand Garden Estates
- Urban area 11383 stands and 104 agricultural holdings.

Map 1: Westonaria Local Municipality



Westonaria Local Municipality (GT483)



Source: SA Demarcation Board

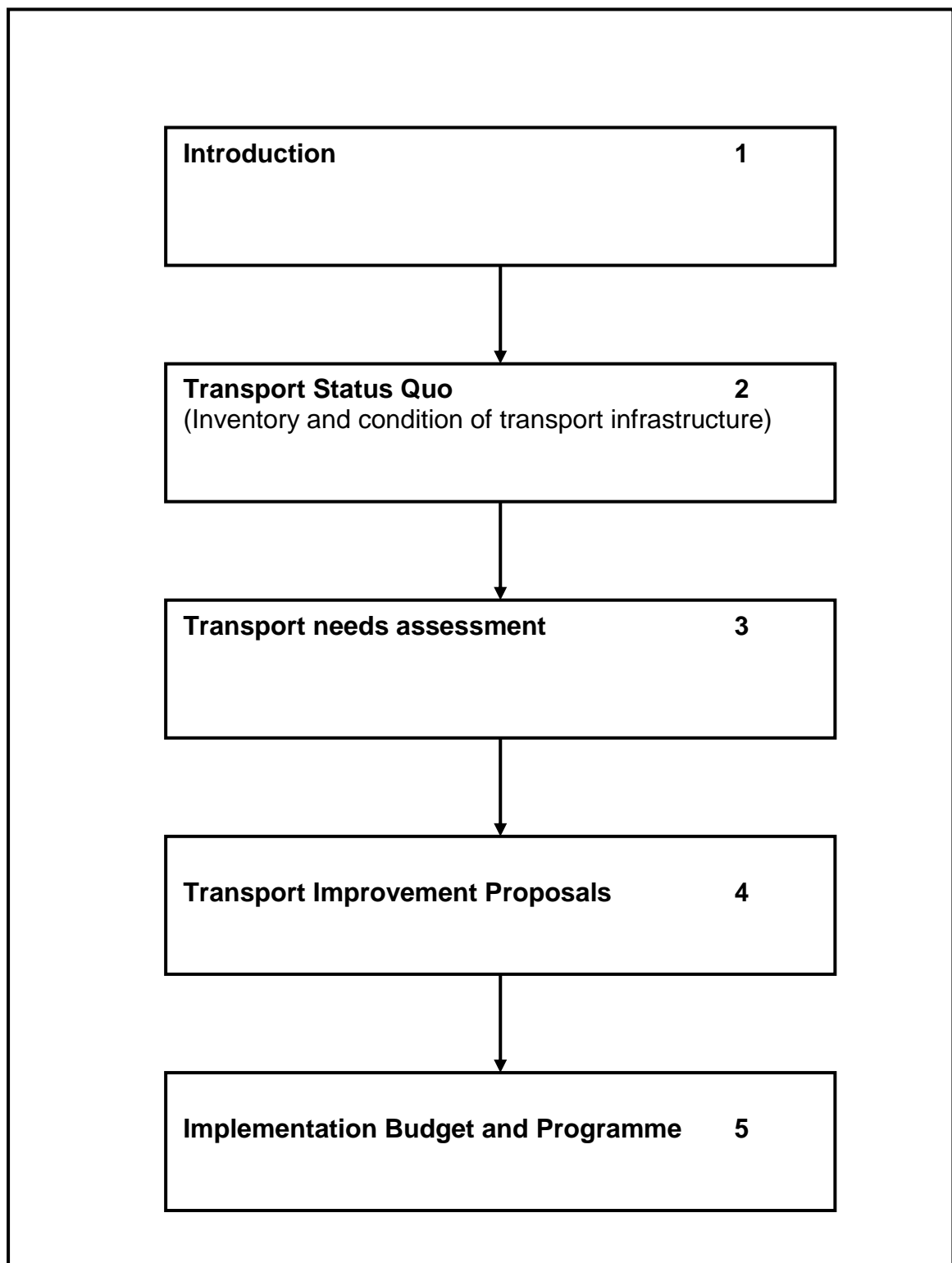
1.2. Legislative Framework

The Republic of South Africa Constitution (Act No. 18 of 1996) states under schedules 4B and 5B that public transport is the responsibility of the National, Provincial and Local governments. In the Westonaria Local Municipality, transport is under the auspices of Infrastructure Development and Planning which forms part of the Roads and Storm Water division. The municipality has not yet employed a dedicated public transport official.

The Department of Transport has prescribed that when a local municipality does its Integrated Transport Plan (ITP) the following Minimum Requirements must be considered. Figure 1 below illustrates the chapters to the LITP.



Figure 1: LITP Chapters



The new government administration has given a directive to local municipalities to ensure that special categories of transport needs and Non-Motorised Transport (NMT) are addressed in their Local Integrated Transport Plans (LITPs), thus the WRDM has also mandated the service provider to address NMT and the needs of special category people.

In terms of the National Land Transport Transition Act of 2000 (NLTTA), the ITP is prepared for a period of five years, but the ITP must be updated on an annual basis in order to align it with the people's needs which may emanate from the development of the Integrated Development Plan (IDP).

The 1994 transition of South Africa from Apartheid to a Democratic State brought profound changes to the political, social and economic lives of all South Africans. The Constitution of South Africa, Act No. 108 of 1996, enshrines the provision of transport that is safe, secure, affordable and accessible to all the citizens of the country. Schedules 4B and 5B in particular, mandates the different spheres of government their constitutional obligations.

The National Department of Transport developed a White Paper on Transport in 1996. This paper evolved out of the need to:

- Support the goals of the Reconstruction and Development Programme (RDP).
- Enabling customers requiring transport for people or goods to access the transport system in ways which best satisfy their choices;
- Improve the safety, security, reliability, quality and speed of transporting goods and people;
- Investing in infrastructure in transport systems in ways that satisfy social, economic and strategic investment.

In strengthening the White Paper principles, the Department of Transport developed the 20 years Strategic Transport Framework which came to be commonly known as "Moving South Africa Action Agenda". The emphasis of MSA was to have a framework which aim was to effectively and efficiently utilise the country's infrastructure by eliminating wastage in the transport chain i.e. subsidising parallel modes.



Thus, in 2000 the Department of Transport enacted the National Land Transport Transition Act (NLTTA). The objective of the NLTTA is:

- To transform and restructure the transport system in South Africa.
- To promote transport which is accessible, effective and cost-efficient of value to the customer, co-ordinated and integrated;
- Public transport must be planned to meet customer needs;
- The needs of special categories of customers must be considered;
- Public transport must be given higher priority than private transport;
- Land transport must be integrated with land-use and economic planning and development; and
- The application of the principle of user-chargers and cost recovery from users.

In 2001, the NLTTA was amended by the Amendment Act No. 31 of 2001. The amendment brought about the principles of transport planning and the relationship to land-use development. The Act stipulates the development of the following plans:

- Current Public Transport Record (CPTR);
- Operating Licence Strategy (OLS);
- Rationalisation Plan (RatPlan);
- Public Transport Plan (PTP); and
- Integrated Transport Plan (ITP).

The development of the Integrated Transport Plans was to integrate land-use in the provision of services.

The Local Government: Municipal Systems Act of 2000 and the implementation of Integrated Development Plan (IDP), dictate that transport, should form part of holistic development, and to enhance public passenger mobility and economic development of the country.

1.3. Institutional Arrangement

The institutional arrangements will cover the transport planning and organisational structures relevant to the effective execution of the transport planning function as required by law. The legal frameworks governing the institutional structures are:

- South African Constitution
- Local Government: Municipal Structures Act



- Local Government: Municipal Systems Act
- National Land Transport Transition Act
- National Land Transport Act
- Inter-Governmental Relations Act

The NLTTA prescribes for the establishment of Transport Authorities and Transport Consultative Forums. The Transport Authorities were never established except in Kwa-Zulu Natal, other Provinces and Municipalities made attempts to establish Consultative Transport Planning Forums. The key objective of the Transport Planning Structures was to coordinate transport planning and oversee the efficient running of public transport services.

The following transport related institutional structures were established in the West Rand District:

- IDP Coordinators Forum
- IDP Representative Forum
- District Law Enforcement Coordinating Committee
- West Rand Metropolitan Forum

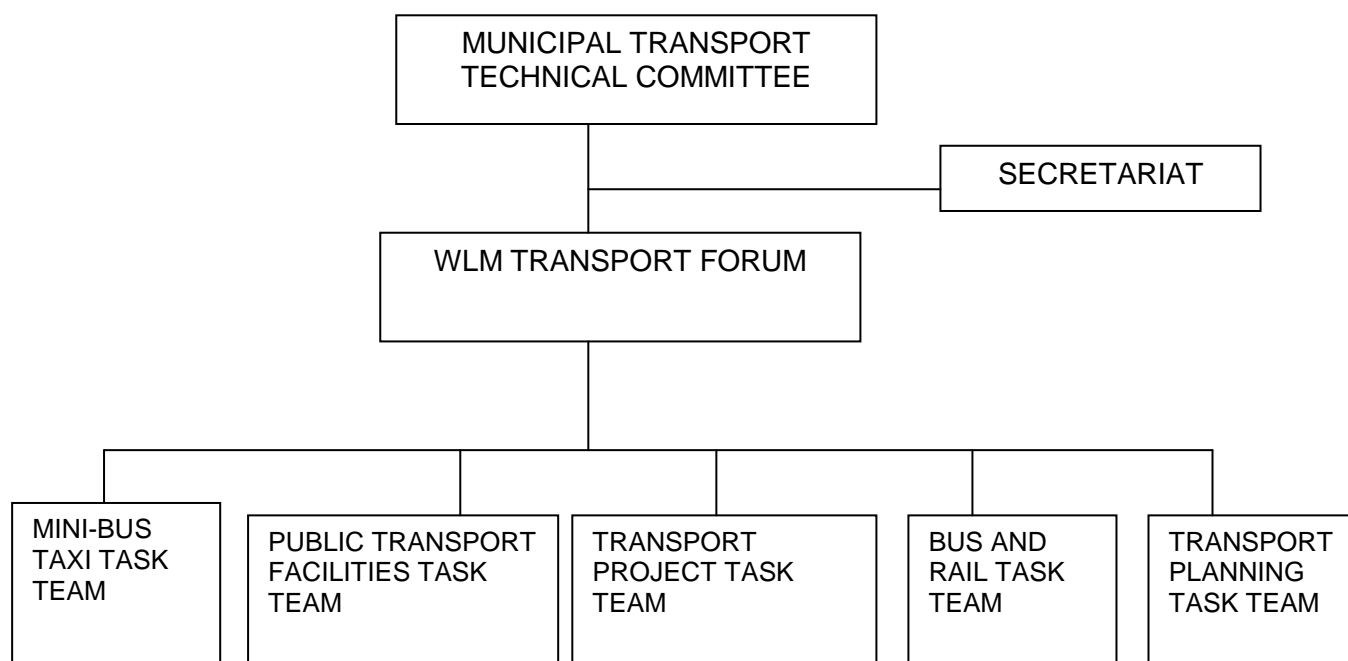
The latter Forum (West Rand Metropolitan Forum) was established in terms of the Gauteng Public Passenger Road Transport Act 107 of 2001. The objective of the Forum was to deal with transport related matters – from transport planning to transport services.

It has been established that, in spite of these forums, there has been a lack of intra-transport coordination and inter-departmental coordination. The evaluation of the forums/coordinating structures, indicate that the co-ordination has been of a general nature with no clear functional responsibilities. Critical to transport planning, land-use planning and the provision of public transport services, freight, etc. is an effective link between Province – District/Metro and – Local Municipalities.

It is incumbent of the WLM to consider establishing a transport structure that will ensure that transport planning talks to the provision of transportation services. Figure 2 below is the kind of Coordinating Structures that can be established.

Figure 2: Proposed Transport Coordinating Structure





A comprehensive study must be considered to determine the final institutional structure and implementation strategy.

A further concern is the departmental structure that should be responsible for Transport. The assessment of the NLTA is that the Westonaria Local Municipality will, in the near future, take responsibility for not less than 28 transport functions. This will require a radical relook at where transport lies within the wider Westonaria Local Municipality management structure.

Transport planning and provision is dealt with under the Infrastructure Development Department. It is also assumed that the execution of the transport function is handled under Roads and Storm Water Division as well as under the Town Planning function. This, given the NLTA requirements will have to be revisited. A comprehensive undertaking of transport and its impact on the economy, poverty alleviation, job creation and enhancement, is a major challenge.



2. TRANSPORT STATUS QUO

2.1. Road Infrastructure

2.1.1. Road System

The road network forms an integral part of the greater transportation network. It is the public right of way system by means of which most of the Municipality's transportation needs are met. These needs include the movement of people and goods. Hence, transportation is also referred to as the —lifeblood of cities. This movement is facilitated within a system of various transportation forms (private vehicles, buses, rail, trucks, etc), operating along a network of transportation infrastructure (rail, road, etc). The transport network of Westonaria Local Municipality (WLM) comprises two main elements, the road and rail networks. People movement includes trips between home and work, educational trips, business trips, as well as recreational trips for social activities. An urban area that is lacking in a good road network will suffer in economic and social development.

2.1.1.1. Road Network

The classification of roads into different operational systems, functional classes, or geometric types is necessary for communication among engineers, administrators and the general public. Different classification schemes have been applied for different purposes in different rural and urban regions. Classification of roads by design type, based on the major geometric features (e.g., freeways or conventional two-lane single carriageway roads) is the most helpful one for road location and design procedures. Classification by route numbering is the most helpful for traffic operations. Administrative classification (e.g., National Road System) is used to denote the levels of government responsible for, and often the method of financing road facilities.

Functional classification, the grouping of roads by the character of the service they provide, was developed for transportation and network planning purposes. Comprehensive road network planning, an integral part of total economic and social development, uses functional classification as its basis of network analysis and formulation, and this system has emerged as the predominant method for the grouping of roads. This approach groups streets and roads according to the character of the service they are intended to provide. The classification recognizes that individual roads and streets do not serve travel independently.



Rather, most travel involves movement through networks of roads and can be categorized relative to such networks in a logical and efficient manner. Thus, functional classification of roads and streets is also consistent with categorization of travel and is one step in the delivery process.

The Paved roads link the communities in the densely populated areas (hubs). Gravel roads predominate in the less-populated, particularly in the small holdings.

Table 2 below gives the road classification.

Table 2: Road Classification

Road Classification	Class Description
Class A	National primary roads managed by the SANRAL on behalf of the National Department of Transport
Class B	Provincial primary roads, which promote intra-provincial, inter-city and inter-city and interregional mobility
Class C	Provincial secondary roads, which promote intra regional and inter-district mobility
Class D	Provincial tertiary roads with an intra-district mobility function
Class E	Local access roads to promote access to the higher- class road network for isolated communities and centres of economic activity

Source: RIFSA

There are two National and Provincial roads providing mobility and access function to the Westonaria Local municipalities. These are as follows:

- N12 - the north-south route linking Gauteng and the West Rand
- R28 - links Westonaria and Randfontein

The main freight route, within Westonaria, includes the N12 and R28 which carries significant traffic of heavy vehicles per day in and out of Westonaria.

2.1.1.2. Road Network Planned and Linkages

The following roads have been planned for the Westonaria LM by the provincial Gauteng Department of Public Transport Road and Works (GDPTR&W) for the near future:

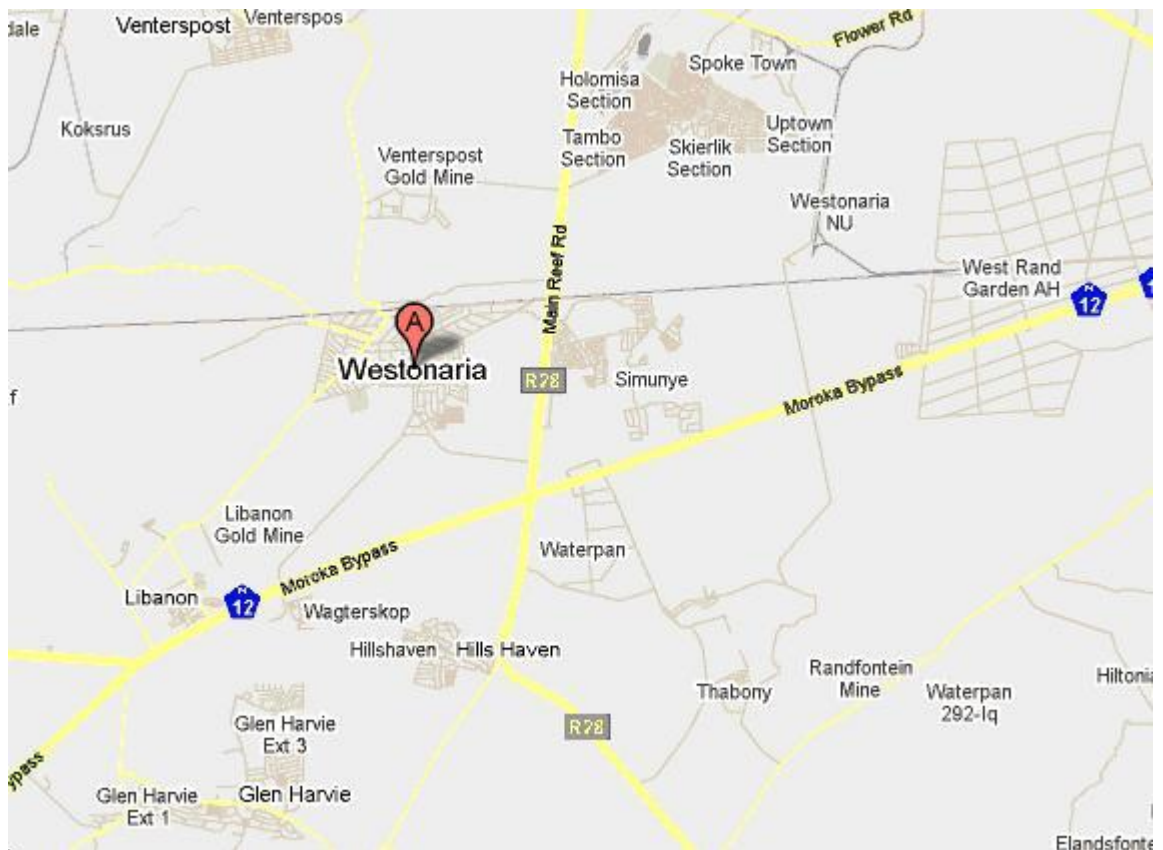
- K9 – Links Westonaria with K156 and PWV18
- K11– Links Westonaria with to the North Randfontein and to the South Sedibeng LM



- K140 – Links Westonaria with to the West Westonaria LM
- K170 – Links Westonaria with Sedibeng to the south
- K142 – Links Westonaria with to the West Westonaria LM and to East Johannesburg MM
- PWV1 – Links Westonaria with the rest of WRDM

Corridors: Westonaria - Randfontein - Mogale City

Map 2: Road Network Map



Source: Google Maps

2.1.1.4. Road Network Condition

The usage of **Pavement Management System (PMS)** is common among Municipalities for determining the maintenance and upgrading needs/programmes for pavements in a network of roads. Implemented in sequential phases, it firstly identifies maintenance projects from an assessment of the condition of the road network. It then determines the most economic design of the maintenance treatment required.

PMS implementation is done in phases. The first is the network assessment in which the condition of the network is monitored. The analysis gives a general assessment



of the network, identifies maintenance projects that should receive attention and provides a permanent database from which assessment in the future can be compared.

This assessment gives only the urgency of the projects and a suggestion of the most suitable type of treatment. The most economically suitable treatment must be designed individually in a second phase analysis. In this phase, additional information by way of special field tests will usually be required. For each designed project the specification and corresponding control parameters to ensure satisfactory construction are derived in the third phase analysis.

During our visits to this municipality, the team noticed that Westonaria Local Municipality had no PMS. It is recommended that municipalities should do a pavement assessment of their network annually to determine the success of their maintenance policy and to prepare future maintenance programmes.

Road Conditions in WESTONARIA

Table 3 reflects the Paved Road Condition as per Visual Condition Index (VCI) for all roads within the Westonaria LM and also indicates the road lengths within various ranges of the VCI.

Table 3: Paved Road Condition

Pavement Condition					
Municipality	Very Good	Good	Fair	Poor	Very Poor
Westonaria	34%	34%	25%	6%	1%

Source: WRDM 2002/3 PMS

Based on the above table and from the inspections we carried out, the following can be reported.

- It is urgent that the PMS be updated to reflect the current status as this helps in planning for projects and budgets.
- The road network is in a fairly good condition despite lack of continuous maintenance program due to inadequate funding.
- There are more good and poor roads in Bekkersdal Township compared to the Simunye Township due to the incomplete Bekkersdal Renewal Project (BRP)
- Westonaria has a higher percent of very good and good roads despite the storm water problems around Simunye Township



- There are pockets of poor roads and pot holes but these are being dealt with as funds become available.

Table 4: Road Network Status Quo for Westonaria Local Municipality

WESTONARIA LOCAL MUNICIPALITY										
Road Network	CONDITION OF THE SURFACING					CONDITION OF THE STRUCTURE				
	Very Good	Good	Fair	Poor	Very Poor	Very Good	Good	Fair	Poor	Very Poor
Class 3: minor arterials	44%	15%	31%	11%	0%	77%	21%	1%	0%	0%
Class 4a: Connector Roads (CBD areas)	36%	33%	25%	6%	0%	81%	16%	3%	0%	0%
Class 4b: Connector Roads (Residential areas)	37%	31%	19%	9%	4%	72%	22%	3%	0%	4%
Class 5: Access roads	31%	39%	25%	5%	0%	74%	25%	0%	1%	0%
Total Road Network	34%	34%	25%	6%	1%	75%	23%	1%	0%	1%

Source: WRDM 2002/3 PMS

The general road surface condition and structure for the Westonaria Local Municipality is fair to very good as per the table above.

2.2. Public Transport Facilities

2.2.1. Mini-bus Taxi Facilities



Minibus taxi is the largest carriage of commuter in the Westonaria Local Municipality. This observation was by the old settlement pattern of apartheid in the country where communities were segregated by legislation. The limitation of choice of mode in the area also exacerbates this situation. Over the years, the minibus taxi was neglected by the government to provide infrastructure for the convenience of the commuters. This situation has not changed. The WLM need to address the following:

- Intermodal transport facility that will cater for Taxi, Rail and Buses;
- Informal taxi ranks need to be upgraded;
- Adequate signage need to be provided;
- Ranks at Houtheuwel – Rietfontein – Simunye – Bekkersdal need to be rebuild or upgraded.

Table 5: Taxi Facilities WESTONARIA Local Municipality

LOCATION	RANK NAME	RANK TYPE	ON STREET	RANK LOCATION	COMMENTS	SIZE	CONDITIONS	IMPROVEMENT REQUIRED
Simunye T/S	Simunye Rank 1	Formal	No		Not Utilised	Medium	Fair	Cleaning and to be utilised
Simunye T/S	Simunye Rank 2	Informal	No		Utilised	Small	Poor	New Site
Bekkersdal T/S	Bekkersdal Rank	Formal	No		Utilised	Large	Good	Improve SW System
Bekkersdal T/S	Bekkersdal Informal Rank	Informal	No		Utilised	Small	Poor	Upgrade
Libanon T/S	Libanon Rank	Informal	No		Utilised	Small	Good	Mine Property
Westonaria CBD	Davies Rank	Formal	No	Davies Street	Utilised	Medium {75.9 X 62.6 (sqm)}	Functional condition - Off street - Surface Material: Totally covered:	Minor Upgrade



							Tar	
Westonaria CBD	Westonaria Rank	Formal	No	Edwards Avenue	Utilised	Medium {54.8 X 54.6 (sqm)	<ul style="list-style-type: none"> - Functional condition - Off street - Surface Material: Totally covered: Tar 	Minor Upgrade

Simunye Township

Simunye Township has a general good road infrastructure especially in Extension 5 and 3. The area has a flat landscape and has inadequate storm water drainage system. This is evident during rainy season; most of the road infrastructure is flooded. Roads in Extension 1 and 4 will be upgraded through the Municipal Infrastructure Grant (MIG) programme. The MIG programme made provision for sidewalks because of budget constraints, the whole area could not be covered with walkways. The WLM has proposed a link road that will give access to Extension 5



and 3. Simunye has an informal taxi rank that was built in extension 1 next to the proposed site for an intermodal taxi rank that will accommodate rail. The picture below is evident to the extent in which the intended intermodal facility has been

neglected. The municipality has developed plans to build a new taxi facility. The intention is to use

Picture 1: Informal Taxi Rank at Simunye Township the intermodal as a taxi holding area to serve Simunye, Bekkersdal and Westonaria CBD.





Picture 2: Unused Taxi Rank at Simunye Township Extension 1

Bekkersdal Township

One of the major concerns raised in the stakeholder workshop was the storm water problem on the intersection of R28 and Kgomo e a hlaba street towards Bekkersdal. This problem is caused by the flooding of the retention ponds at Simunye which then overflows and floods the storm water channels at this intersection. This problem has been addressed by constructing walls to control outflow of water from the bigger retention pond.

In Bekkersdal the general road condition is fair except in the areas where the BRP has not finished upgrading roads. Resurfacing the roads in the township should be provided urgently, and the other challenge in the area is littering in the storm water channels.

A formal and informal taxi rank exists in Bekkersdal. The formal rank is in excellent condition with adequate protection from rain, lightning, surfaced access and egress. The only problem that needs to be addressed is the storm water flow within the taxi bays. The off loading area opposite the taxi rank needs to be paved. Taxi bays along Kgomo e a hlaba road are well designed and positioned.



Picture 3: BRP unfinished road at Bekkersdal Township

Libanon

Libanon is one of the mining townships within Westonaria and has a good road infrastructure. The minibus taxi is providing a commuting service in the area. The area has informal taxi rank i.e. it lack a number of basic amenities.

Waterpan

Waterpan is a mining township and the mining employees are transported by their employer. There is no formal bus rank but rather a drop-off and a pick-up point has been established.

Hillshaven

Hillshaven is a mining township within the Westonaria Local Municipality and has a good road infrastructure. There are no taxi ranks at Hillshaven, the majority in the area uses private vehicles.

Glenharvie

Glenharvie is a mining area within the Westonaria local municipality. The mine employees are provided transport by their employer. There are no formal bus ranks; provision of pick-up and drop-off points has been created.

Westonaria CBD

Westonaria Central Business District (CBD) has a well developed road infrastructure. They have two taxi ranks that are formal with adequate amenities for the



convenience of the commuters. The taxi has a washing bay at the Davies rank which is big enough to accommodate future demands.



Picture 4: Davies Taxi Rank

2.2.2. Bus Facilities

Westonaria Local Municipality (WLM) is a predominately a mining town. The different mining companies are providing private transport for their employees. The number of employees is so big that they use buses to transport them to and from work. There are no formal bus stops in the area. These buses are normally subsidised by the employer. Various buses in Westonaria LM are operated by the mining companies of the likes of Gold Fields and Anglo-Gold Ashanti hence the municipalities don't cater for buses when designing stops and ranks. The dominant mode of transport in this region is the taxis and train. However, planning for buses should be encouraged.

2.2.3. Rail Facilities

PRASA (SARCC metro) rail Infrastructure

All railways lines of note in South Africa belong either to Transnet Freight Rail (TFR) or to the Passenger Rail Agency of South Africa (PRASA). Various private companies (commonly known as private sidings) also own railway networks. These



are used for own private internal use ranging from for a single spur to extensive networks in the case of some mining companies and are mostly connected to the national TFR network.

Extent and Usage

The rail network in Westonaria LM is utilised for both commuters and freight purposes. The rail commuter routes run through the Westonaria as follows:

- Oberholzer – Westonaria – Midway – Johannesburg



Map 3: Network Approach: Existing Corridors



Source: PRASA



The Oberholzer to Johannesburg route starts in Westonaria Local Municipality and leave the WRDM at Goudeon from where the rest of the route runs inside the City of Jo'burg Metropolitan Municipality.

The Rail Plan classifies the Westonaria LM routes as category D. The route classified as category D means that there is uncertainty on that line. When PRASA considers the network investment of rail line, one of the key things they consider when doing their feasibility study is the categorisation of the line in terms of current and future demand.

Westonaria made a proposal to PRASA for a new train station in Simunye Township for consideration and are still waiting response from PRASA. PRASA will need to complete Census to inform them whether to construct new station or not.

The following observations can be made on the rail infrastructure in WRDM

Rail infrastructure in the Westonaria LM appears to be fair although there are areas of railway stations that need immediate attention. Challenges are:

- Lack of intermodal facilities
- Poor quality of amenities at stations
- Poor quality of pavements at stations

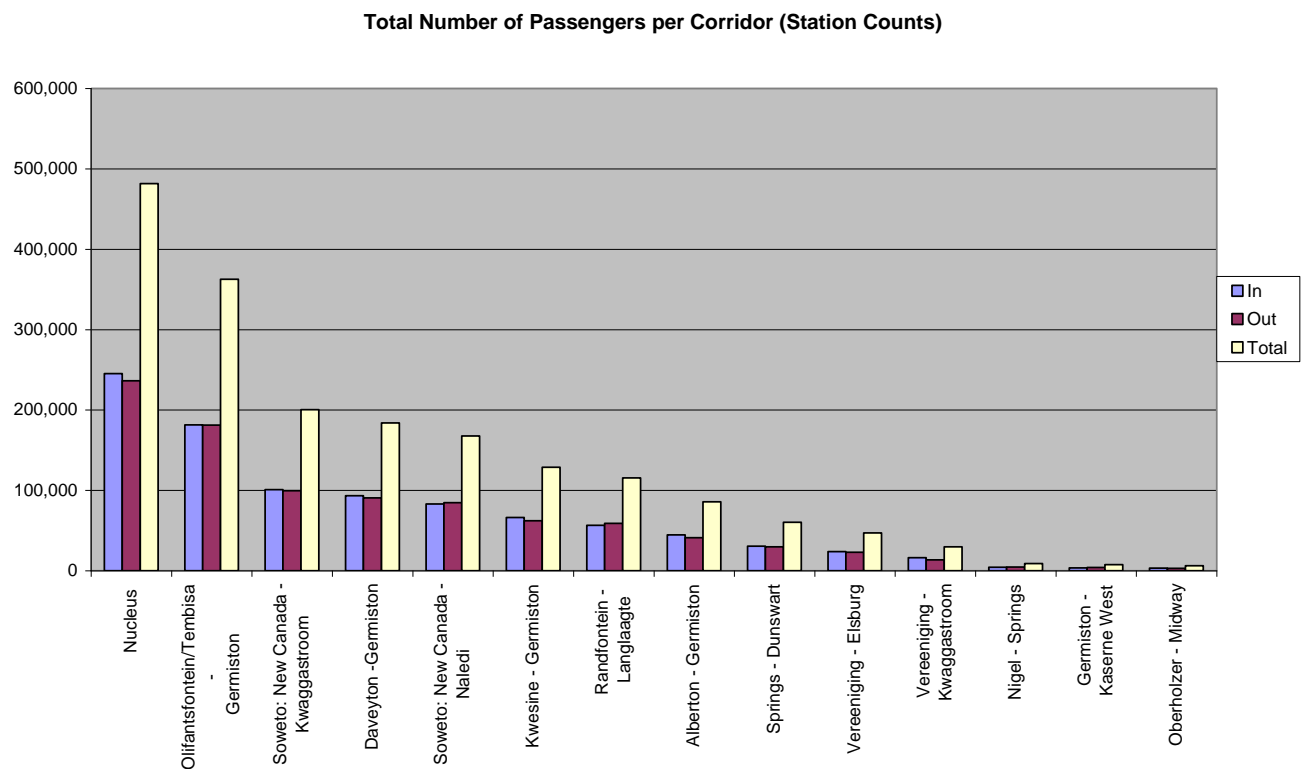
The Planning of the new infrastructure in Westonaria LM is being reviewed by PRASA. Census is carried out by PRASA every two years to review the current train and train line usage in South Africa as part of PRASA strategic network development. The census informs PRASA if there is need to increase trains in the railway line or not. Simunye proposed station is one of the proposals under consideration by PRASA as revealed at the April 16, 2010 workshop in WRDM, Randfontein.

- Proposed future station at Simunye on the Westonaria – Suurbekom line
- Houtheuwel – Rietfontein – Simunye – Bekkersdal – Randfontein

The proposed line provides a north-south alignment (approximately 50 km) from Randfontein to Vereeniging via Simunye. Proposed **corridor 24 Map 4** below



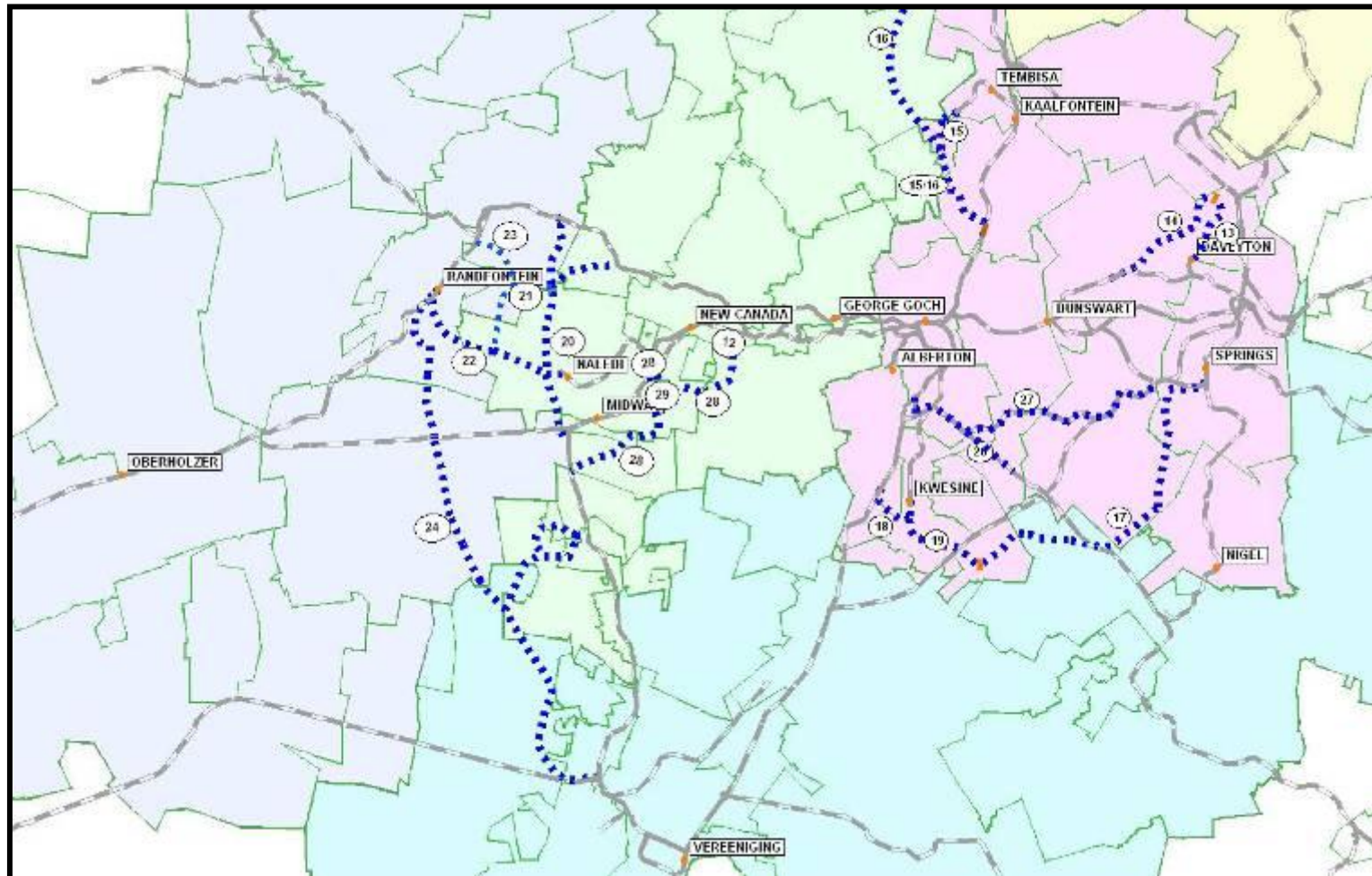
Figure 3: Total number of passengers per corridor – station counts



Source: PRASA



Map 4: Proposed Rail Corridors



Source: PRASA



2.3. Non-Motorised Transport

Non-motorised transport has always been looked upon as a backward mode of transport, especially in the developing countries. Since 1994, the National Department of Transport has addressed this mode of transport. The Rural Transport Strategy of 2007, addresses a host of issues that have an impact on non-motorised transport. All spheres of government are to address issues of NMT in the LITPs and the Westonaria Local Municipality has to develop a policy and strategy of how to address issues of NMT.

Amongst others, the policy and strategy will have to address the following issues:

- Prioritising non-motorised travel options;
- Preference to pedestrians at crossroads;
- Compliance rate of pedestrians at crossroads or traffic lights;
- Proper pedestrian design locations;
- Development of pedestrian friendly neighbourhoods;
- Pedestrian proximity to community amenities;
- Safer environment for cyclists;
- Encourage planners, researchers and engineers to do more research regarding NMT;
- Provide sidewalks, curbs, ramps, cross walks, road ways lighting, road design including bicycle lanes, improve intersection for cyclists, traffic calming design and vehicle volume and pedestrian volumes; and
- Impact of traffic on behaviour and perceptions of safety of pedestrians e.g. pedestrians push buttons at crossings

2.3.1. Pedestrian Facilities

The workshop held April 16, 2010 at West Rand District Municipality alluded to the lack of pedestrian facilities within the local municipality and district in general. There is a desperate need for walkways on R28 and internal routes within the townships in the municipality. The pedestrian facilities together with Bicycle facilities are and will continue to be part of the Non-Motorised transport plans within the local and district municipality.

While station locations vary by the origin-destination patterns to be served and from one municipality to the other, the fundamental pedestrian access to public transport remain constant.



Public transport ridership in Westonaria Local Municipality is frequently compromised by a general lack of acceptable pedestrian facilities. The Challenges faced are:

- Lack of pedestrian pavements
- Poor quality of pavements often dirt or mud
- No adequate protection from harsh climatic conditions
- Lack of sufficient lighting
- Pedestrian overcrowding due to narrow or below-capacity pavements
- Obstruction of pavements due to poor design, vendors, etc

2.3.2. Bicycle Facilities

The national department of Transport has established a Bicycle roll out programme mainly for rural learners called **Shova Kalula**. WRDM has already rolled out some bicycle in the rural area to help learners ride to school. In Westonaria only Zuurbekom Primary School has so far benefitted from the programme, as follows:

Table 6: Delivered Bicycles

School Name:	Delivered Bicycles
Zuurbekom Primary School	116

Source: WRDM 2010

During the workshop of the 16th April, 2010 WRDM re- iterated that they support the national call for people to use bicycles as a mode of transport. Bicycle riding has among other the following benefits:

- Improve human health through exercise;
- Generates no pollution and carbon emission;
- Reduces the nations dependency on oil;
- Supports the dependency on fossil fuel which is not finite.
- Provide an alternative cost effective mobility for poor communities; and
- Reduces the national government annual subsidy on transport

Thus the government has called on local municipality to provide adequate infrastructure for bicycles especial at public transport facilities. Currently the Westonaria LM should provide:

- Formal cycle ways
- Provide for bicycle parking (that is safe)
- Put up signage for cyclists



- Educate the public especially motorists to look out for cyclists

2.4. Public Transport Services

2.4.1. Minibus Taxis

The National Land Transport Transition Act states that taxi services should be plied within a particular route. The route system ensures that conflict, rivalry, and predatory competition among the operators is avoided. The taxi systems in South Africa is based on taxi association principles. These associations, in terms of the NLTTA, are legally recognised. Thus they play a major role in assisting their members to obtain routes on a particular route so as to make it economically viable.

2.4.1.1. Number of Taxi Routes

The Westonaria Taxi Rank at Edwards Ave. serves local routes. The routes travel to destinations such as Johannesburg, Randfontein, Spook Town, Simunye, Zenzele, Bekkersdal, etc.

From the CPTR 2010, five routes were recorded from the rank during the AM and PM Peak periods.

The Westonaria Taxi Rank at Davies Street serves the mining areas such as Ezulwini, Glenhervie, Carltonville, Cook Mine, Kloof, Poortjie, Elsbury, Libanon, etc.

From the CPTR 2010, six routes were recorded from the rank during the AM and PM Peak periods.

2.4.1.2. Frequency of Services

The minibus operations from the ranks in Westonaria Local Municipality occur daily. The trips generated from Westonaria Local Municipality cover the WRDM and surrounding areas such as the City of Johannesburg Metro, Westonaria City, Randfontein, etc.

Bekkersdal being the largest township in the Westonaria Local Municipality has several ranks, with main rank being supported by the local feeder or roaming services and other small, dispersed, informal operations generating trips to various destinations. The ranks in Simunye, from observation, operates at a high frequency



in the AM Peak and also Off-Peak periods during the day. The operations also depict a feeder service whereby roaming minibus taxi pick-up and drop-off commuters at Simunye taxi rank, from here they will be able to bought other public transport modes to other destinations.

2.4.1.3. Infrastructure

One of the requirements of the National Land Transport Transition Act is that taxi ranks should be standardized to meet the needs of the community and public. Thus infrastructure descriptions in one of the criteria that is required to either a particular taxi rank infrastructure adhere to the stipulated requirements to declare it either a formal rank or an informal rank. Below are some of the criteria items.

2.4.1.3.1. Description of Formal Rank

A formal taxi rank has the following features, in terms of the criteria set out by the NLTTA in defining a formal taxi rank:

- Shelter
- Raised Pedestrian Platform
- Lights
- Toilets (male and female)
- Public telephone
- Dustbins
- Fire hoses
- Seats
- Hand Railings
- Information Signs
- Water Taps
- Vehicle Wash Bay
- Office

The transport infrastructure or ranks at which minibus-taxis operate are located at Westonaria, Simunye and Bekkersdal.

Picture 5: Informal taxi rank at the outskirt of Bekkersdal on Khomo Ea Hlaba Street





Picture 6: Formal taxi rank at Edwards Avenue in Westonaria town.



Picture 7: Formal taxi rank at Davies Street in Westonaria Town



The formal ranks in Westonaria were audited by checking for various amenities and structural erections such as roofing, driving and walking surface. The informal taxi rank will lack most of the amenities found in the formal rank. The informal rank will have minimum requirements like shelter, lighting and toilets.

2.4.1.4. Number of Taxis Registered

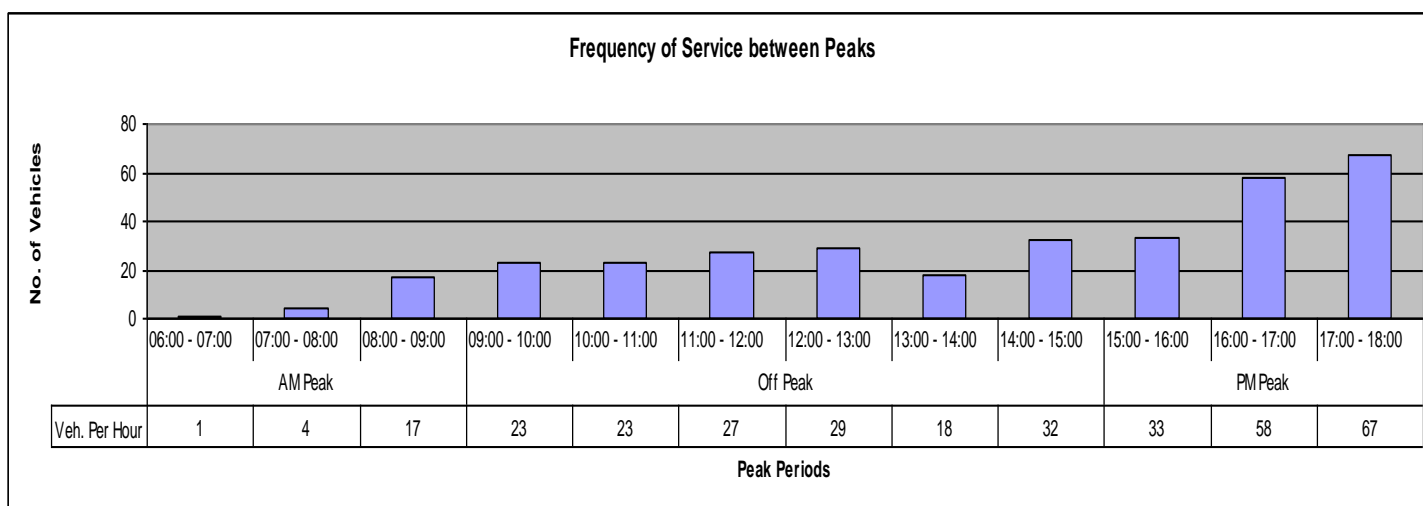
The number of taxis registered in Westonaria Local Municipality is not yet confirmed but the average number of vehicles in Westonaria town ranks is 146. Taking into cognizance that trips generated from Westonaria are operated by various taxi associations the definitive number of registered vehicles could not be obtained from the Gauteng Department of Public Transport, Roads and Works: Directorate: Transport Registrar.

2.4.1.5. Public Transport Demand



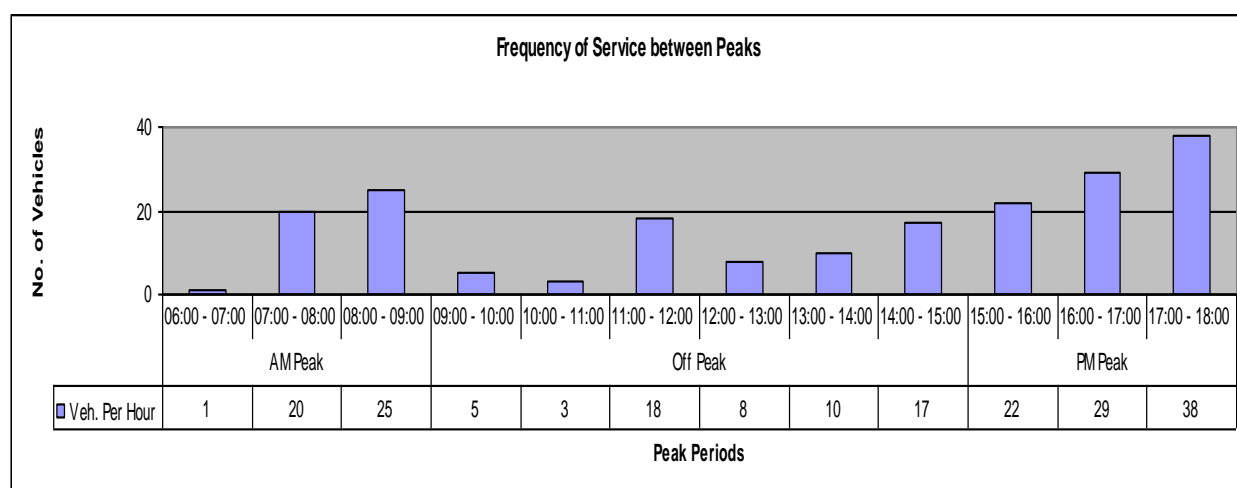
The frequency of service is determined by the number of vehicles that generate trips from the rank. The CPTR 2010 established that Edwards Avenue taxi rank generates a high frequency of trips during the PM Peak period, the Figure 4 below depicts this:

Figure 4: Frequency of Service at Edwards Avenue Taxi Rank



The frequency of service for the Westonaria Rank at Davies Street is depicted on the diagram below.

Figure 5: Frequency of Service at Davies Street Taxi Rank



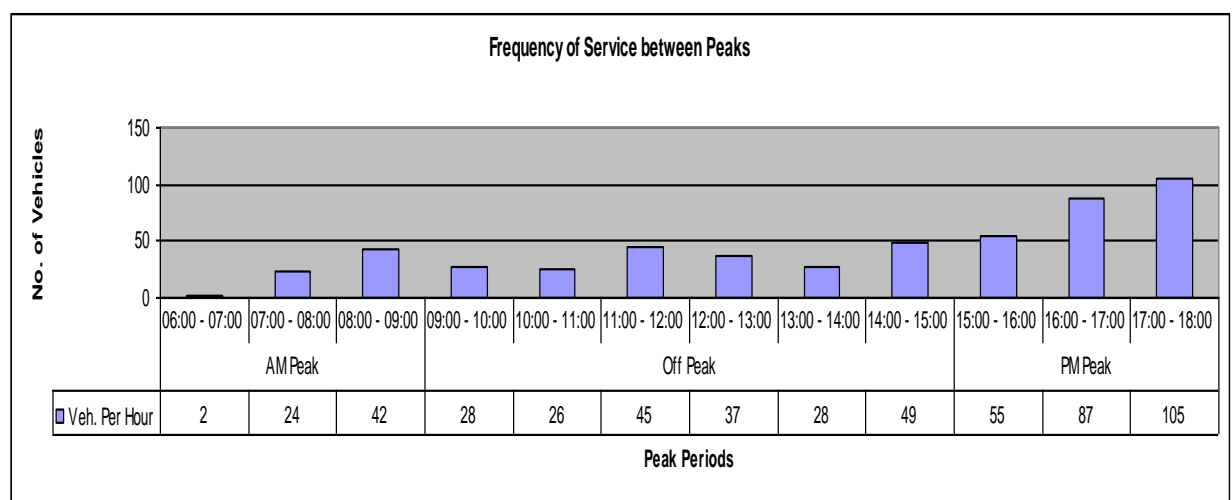
Minibus taxi operations are high towards the end of each peak period, with 55% of the trips generated during the 8:00 – 9:00 AM Peak period and 42% of the trips generated during the 17:00 – 18:00 PM Peak period.



The number of trips generated during off peak hour are reflected in both tables representing the specific ranks, although, by observation the trips generated during this period were of a lower frequency as compared to the peak hours. The off-peak period is also longer, in duration, than both the AM and PM peaks therefore more trips are generated from the ranks during this period.

The overall transport demand in Westonaria is depicted in the diagram below.

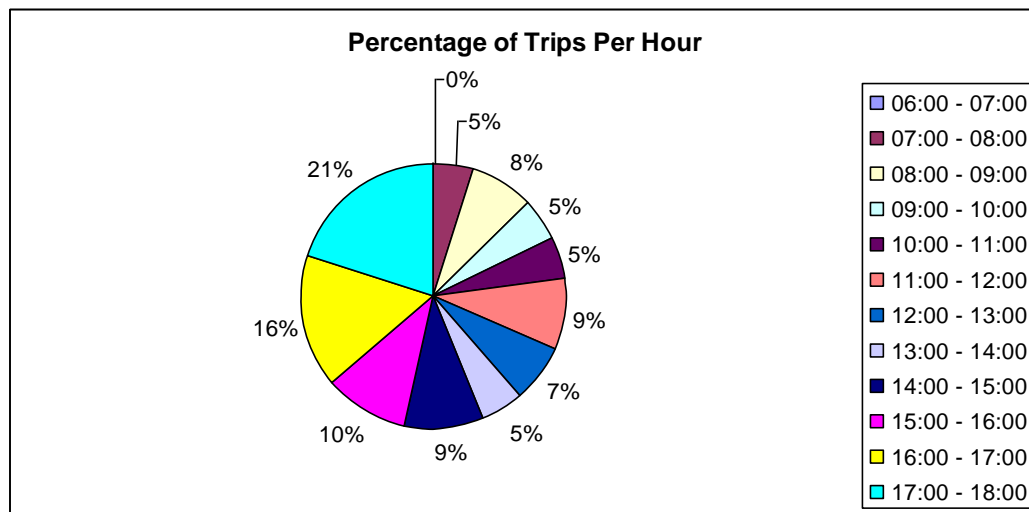
Figure 6: Overall Frequency of Service in Westonaria



Overall the demand for public transport in Westonaria town is depicted in the graph below. Transport demand is present throughout the day with highest AM Peak at 8% percent, Off Peak at 9% and PM Peak at 21% during the hours of 08:00 – 09:00 AM, 11:00 – 12:00 and 14:00 – 15:00 (Off Peak), and 17:00 – 18:00 PM respectively.



Figure 7: Percentage of Trips per Hour in Westonaria Local Municipality



2.4.1.6. Route Utilization

The route utilization of both the ranks in Westonaria was conducted during the AM and PM Peak hours. The routes identified are as follows:

- Westonaria – Simunye
- Westonaria – Bekkersdal
- Westonaria – Zenzele
- Westonaria – Glenharvie
- Westonaria – Ezulwini
- Westonaria – Kloof
- Westonaria – Elsbury
- Westonaria – Carletonville
- Westonaria – Libanon
- Westonaria – Poortjie
- Westonaria – Randfontein

These routes are operated by the various taxi associations that are operating in the Westonaria Ranks.

Other routes are dormant during the AM Peak but their operations begin as the day progresses. The AM and PM Peak route utilization are depicted below:



Figure 8: AM Peak Route Utilisation from Davies Street Taxi Rank

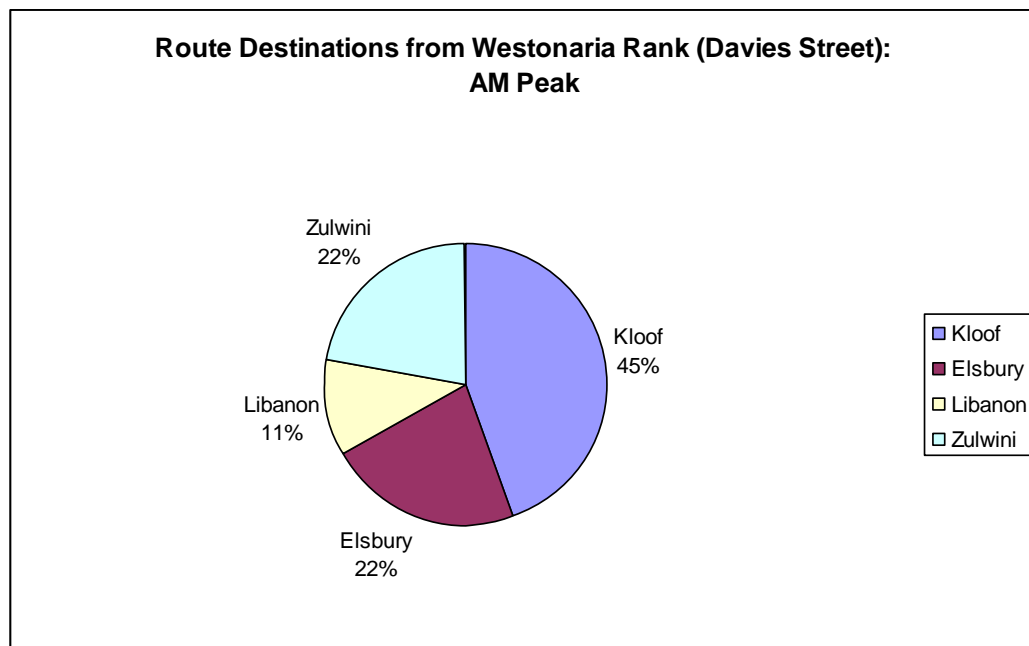
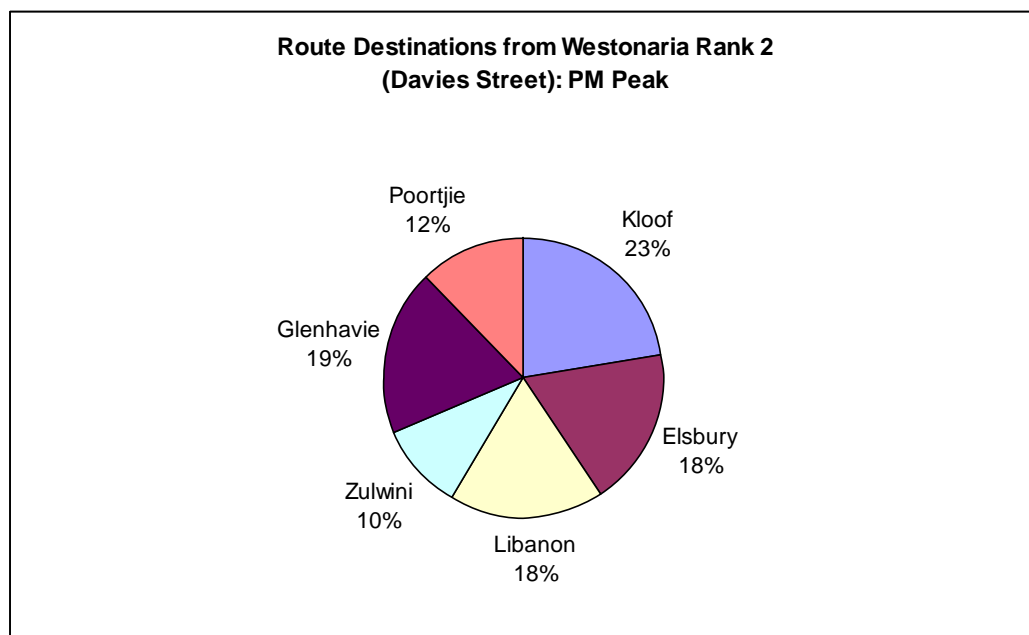


Figure 9: PM Peak Route Utilisation from Davies Street Taxi Rank



A major percentage of trips generated from the Davies Street taxi rank in Westonaria lead to Kloof. This is represented by 45% and 23% during the AM and PM Peaks respectively. The travel pattern between the AM and PM Peak period is influenced by the Kloof Gold Mine workers who reside in the Westonaria Local Municipality

Figure 10: AM Peak Route Utilisation from Edwards Ave. Taxi Rank

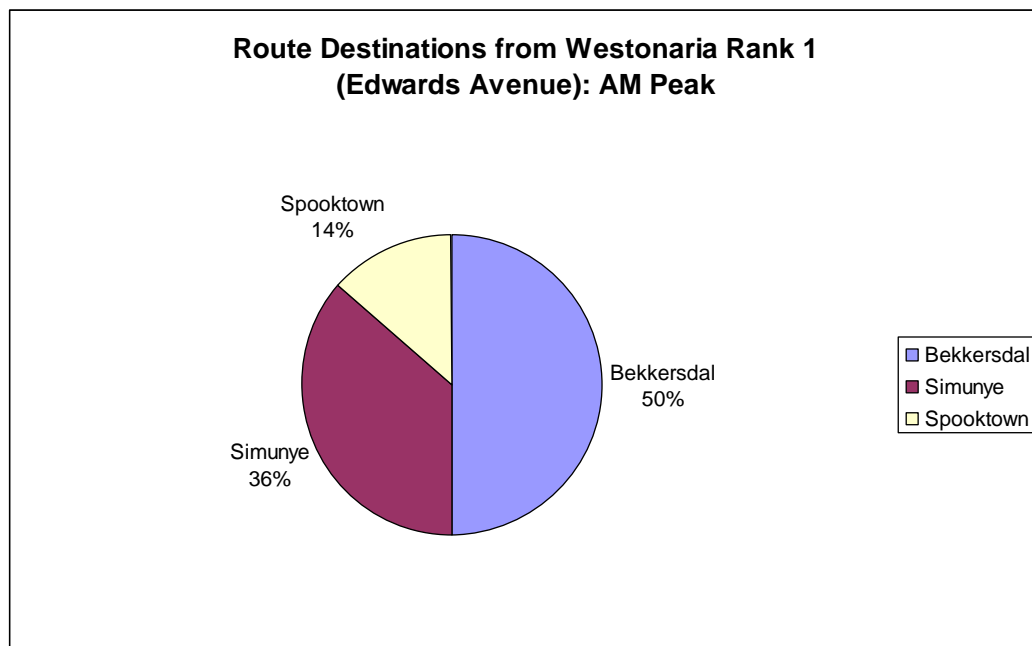
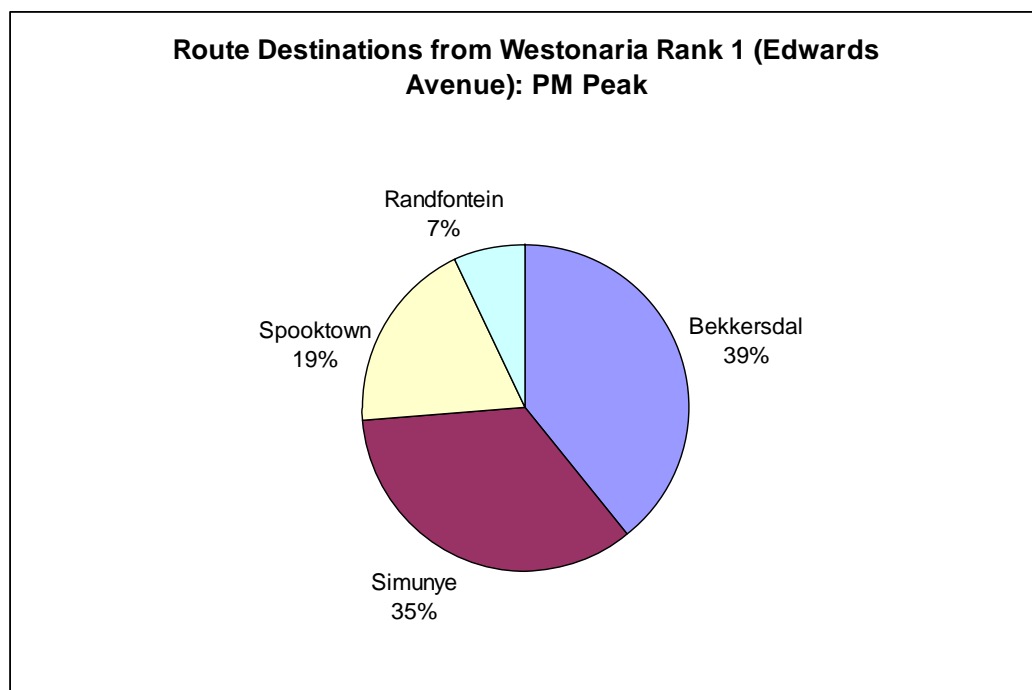


Figure 11: PM Peak Route Utilisation from Davies Street Taxi Rank



The trip generated from the Edwards Avenue taxi rank in Westonaria reveal that this ranks serves the residential areas of Westonaria. A major percentage of the trips generated from this rank lead to Bekkersdal with 50% and 39% of the trips during the AM and PM Peaks respectively. The residential areas surrounding Westonaria are Simunye, Bekkersdal and various extentions, and Spook Town.



Other, long distance trips are generated from Westonaria. These are:

- Westonaria – Lesotho
- Westonaria – Eastern Cape Areas

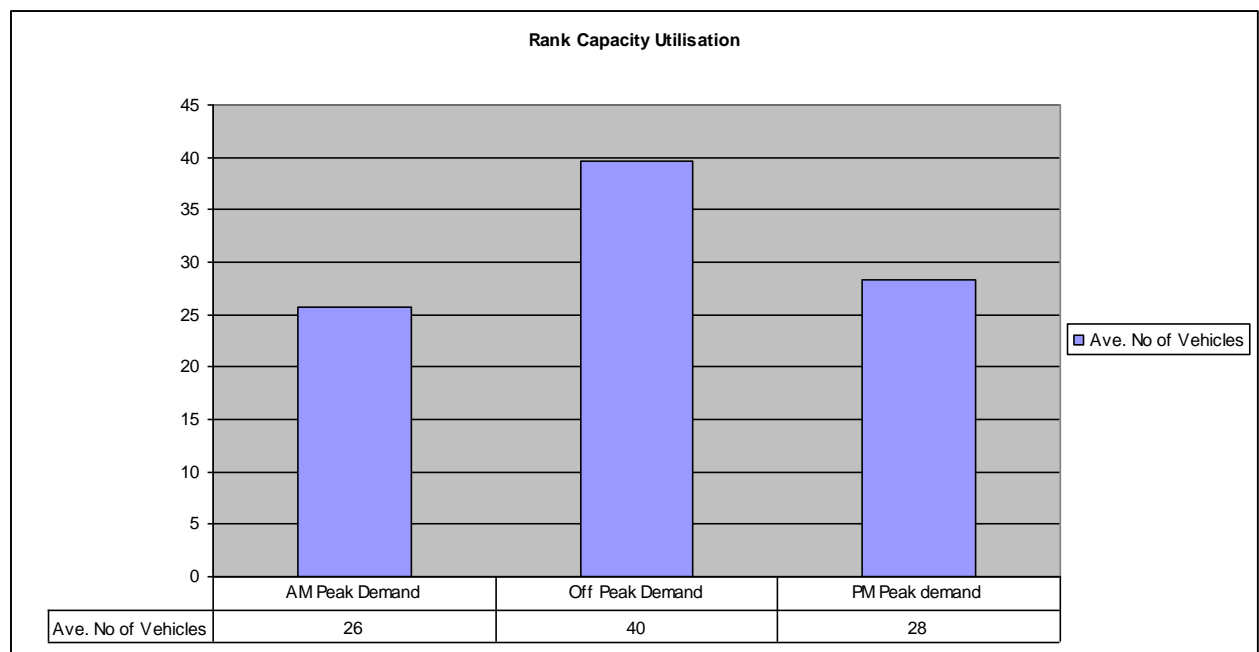
These routes were not surveyed due to the infrequency of service and low demand.

2.4.1.7. Rank Capacity Utilisation

The rank utilization was conducted by doing a vehicle access count at the entrance and exiting points of the rank. This was coupled by indicating the vehicle capacities that were held by those cars that were recorded as they were moving in and out of the ranks.

The diagrams below indicate the rank capacity utilization at the Edwards Avenue taxi rank:

Figure 12: Rank Capacity Utilisation at Edwards Ave. Taxi Rank



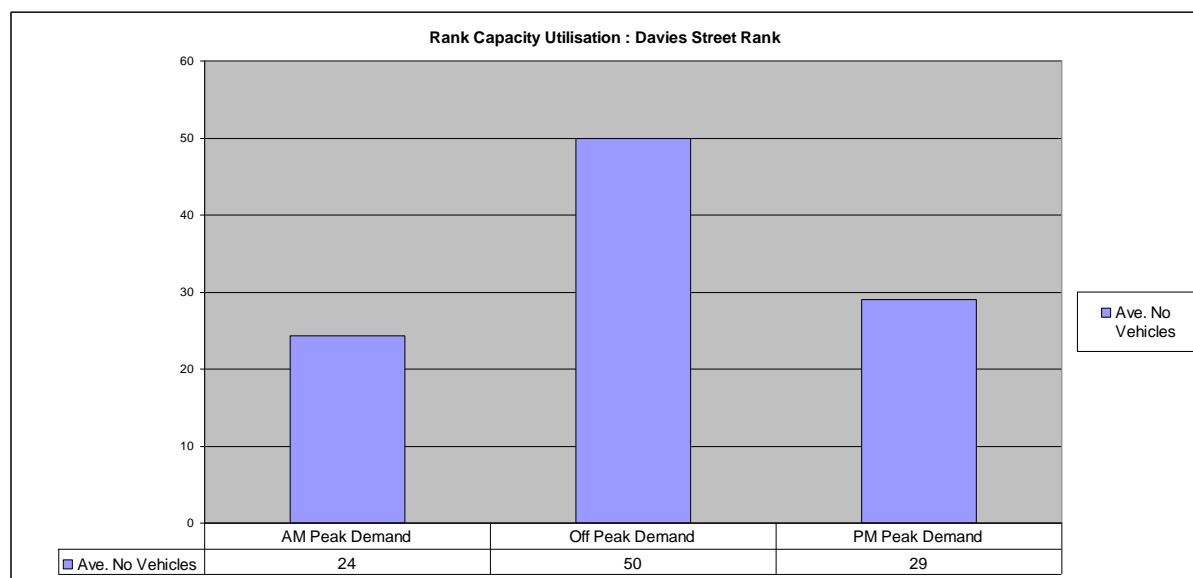
The rank is utilized highly during the Off Peak period. This suggests that during this period the minibus taxi operations are at their lowest frequency. Demand to utilize the taxi rank is 43% during the Off Peak period whilst during the AM and PM Peak periods it is 27% and 30% respectively.



The reason that the pattern of rank capacity utilization is like this may be attributed to the fact that public transport route utilization is high during the AM and PM Peak periods. Public transport services a large number of commuters during the AM and Peak periods unlike during the Off Peak period.

The demand for rank utilization at the Davies Street taxi rank is depicted below.

Figure 13: Rank Capacity Utilisation at Davies Street Taxi Rank



As with the other rank in Westonaria, the Off Peak is when the rank is utilized the most. 48% Rank capacity utilisation occurs during the Off Peak period and 24% and 28% rank capacity utilisation occurs during the AM and PM Peak respectively.

2.4.2. Bus Transport Services

Bus services play a major role in the provision of public transport. These services can take many forms, varying in distance covered; types of vehicle used, and can operate with fixed or flexible routes and schedules. Services may be operated by public or private companies, and be provided using bus fleets of various sizes.



In the Westonaria Local Municipality bus services is been offered by private companies to provide transport for their employees to work and back within their schedule.

2.4.3. Rail Transport Services

Commuter rail, also called suburban rail, is a passenger rail transport service between a city center, and outer suburbs and commuter towns or other locations that draw large numbers of commuters—people who travel on a daily basis. Trains operate following a schedule, at speeds varying from 50 to 120 km/h. Distance charges or zone pricing is being applied by PRASA.

Westonaria local municipality has two commuter rail stations, situated in Westonaria Central Business District and Suurbekom.

2.4.4. Pedestrian Transport Services

Pedestrian transport services have not yet been catered for in the planning development of Westonaria Local Municipality. There are constant conflict situations between the motorist and the pedestrian. Road design has not taken into cognisance the needs of the pedestrian. The road design has been, in terms of the National Pedestrian Guidelines. There are no pedestrian signs at crossings neither are there road markings.

Rapid urbanisation is one of the biggest challenges that the Westonaria Local Municipality is facing. Informal settlements are springing up next to the major road network and communities cross the road not being aware of the speed at which motor vehicles are travelling. Alcohol consumption is also one of the contributors of accidents among the pedestrians. The “Don’t drink and Walk” campaign should be intensified to educate the public about the consequences of drinking and walking.

2.4.5. Animal Drawn Transport

Animal drawn carts are still used by many people, especially in the rural areas. The Westonaria Local Municipality should provide facilities for the provision of such services to poor communities.



Carts that are used for transportation should be built according to the specifications set by the National Government. The National Government and the Society of the Prevention of Cruelty to Animals (SPCA) has set specifications for the treatment of animals. Special areas in towns where animal drawn carts are prevalent should provide stopping areas where animals could stop for relief.

Education between people who use the animal drawn transport mode and motorists must be intensified to avoid accidents. The animal drawn carts and the occupant must be visible during the night and in bad weather.

2.4.6. Special Categories Transport Services

2.4.6.1. People who are physically challenged.

There are no transport services for people who are physically challenged in Westonaria Local Municipality. This is a serious indictment on the part of the Westonaria Local Municipality. The National Department of Transport, as well as the Constitution states that this function must be performed by the Local Municipality.

The National White Paper on Transport Policy, 1996, states that "Safe, secure, affordable, and accessible transport must be provided." A door-to-door and 24hour service should be provided to people who are physically challenged. A dial-a-ride service should be accessible.

2.5. Traffic Data Surveys and GIS

2.5.1. Traffic Data Surveys

The total average annual daily traffic (AADT) for the entire municipality indicates that the majority of movement takes place around the economic hubs of the municipalities. The majority of these are through traffic on category 3 roads.

Table 7: Live Vehicle Population as at 28 February 2010 for WRDM

Municipality	Heavy Load Vehicle (GVM > 3500kg, not to	Heavy load vehicle (GVM > 3500 kg,	Light load vehicle (GVM 3500 kg or	Heavy passenger mv (12 or	Light Passenger mv (less	Mini bus	Motorcycle Qaudru cycle	Special Vehicle	Unknown	Total
--------------	--	------------------------------------	------------------------------------	---------------------------	--------------------------	----------	-------------------------	-----------------	---------	-------



	draw)	equip to draw)	less)	more person s)	than 12 perso ns)					
Westonaria	273	649	6616	141	1357 6	1274	648	464	25	23666

Source: Gauteng Provincial Registry

It is evident from the table above that the municipality experience high number of light passenger vehicles and light load vehicles. The traffic operations within the municipality are composed as follows:

Freight traffic from trucks highly utilizes R28 and N12. Minibus Taxi and private vehicles utilizes mostly R28 from the local townships towards Westonaria CBD, Randfontein and to join N12.

2.5.2 Geographic Information System (GIS)

A **geographic information system (GIS)**, or **geographical information system**, is any system that captures, stores, analyzes, manages, and presents data that are linked to location. In the simplest terms, GIS is the merging of cartography and database technology. GIS systems are used in cartography, remote sensing, land surveying, photogrammetry, geography, urban planning, emergency management, navigation, and localized search engines.

As GIS is a system, it has boundaries that may be jurisdictional, purpose or application oriented for which a specific GIS is developed. Hence, a GIS developed for an application; jurisdiction or purpose may not be necessarily interoperable or compatible with a GIS that has been developed for some other application, jurisdiction or purpose. What goes beyond GIS is spatial data infrastructure (SDI), a concept that has no such restrictive boundaries.

Therefore, in a general sense, the term describes any information system that integrates stores, edits, analyzes, shares, and displays geographic information. In a more generic sense, GIS applications are tools that allow users to create interactive queries (user-created searches), analyze spatial information, edit data, maps, and



present the results of all these operations. Geographic information science is the science underlying the geographic concepts, applications and systems, taught in degree and certificate programs at many universities.

Lack of GIS system within the local municipality adds strain to the local municipality when it comes to planning for future project and maintaining the current road network. GIS system need to be acquired for the local municipality, have the transportation department personnel trained for the municipality to maximise the technology for their benefit.

Table 8: GIS Analysis

<i>Problem Area</i>	<i>Objective</i>	<i>Strategy</i>	<i>Project</i>	<i>Comment</i>
Lack of GIS	Get GIS systems in place	Purchase GIS software's and training personnel on how to use it.	GIS	GIS will help with planning



3. TRANSPORT NEEDS ASSESSMENT

3.1. Process Followed

Public participation forms the cornerstone of the process of needs assessment. In assessing the needs of the Westonaria Local Municipality, a consultation process was followed. Meetings with the officials of the municipality were held where transport issues were discussed. Workshops were held where the different organisations were represented and transport issues were discussed. Desktop research was conducted which assisted in identifying community issues. The following documents were used to source the information i.e. Integrated Development Plan (IDP), Spatial Development Framework (SDF) Gauteng Growth and Development Strategy (GGDS), Westonaria Local Economic Development etc.

The list and prioritisation of projects was compiled through the consultation process described above

Table 9: Initial list of Projects

Challenges	Objective	Strategy	Project	Comment
Insufficient funding	To keep road infrastructure in good condition	Regular road maintenance	Funding of road maintenance	
Unpaved roads in township	To pave roads in the township	Develop a maintenance programme	Paving of roads in townships	
No storm water drainage	To install storm water drainage	Develop a phase approach programme	Installation of storm water drainage	
Lack of a formal taxi rank	To develop a formal taxi rank	Seek a Joint Venture (JV) partner for funding	Upgrading of taxi rank	
Lack of road signs at pedestrian crossings	To install pedestrian crossings	Create awareness among the public	Installation of road signs at pedestrian crossings	
No road markings	To create road	Create awareness –	Improve road	



	safety awareness ***	road signs	markings ***	
No taxi ranks in rural areas	To provide shelter for commuters	Install shelter at taxi ranks	Upgrading of taxi ranks in rural areas	
Leratong Taxi rank is informal	To provide a formal taxi rank for commuters	Source funding to upgrade	Upgrading of Leratong taxi rank	
No linking road from N17 to Krugersdorp	To provide access to Communities.	To start with negotiations	N17 from Orlando to Krugersdorp linking R28	
Develop the link road	To give residents of Toekomsrus access to Randfontein	Approach the province to finance	Rietvallei link road to Toekomsrus in Randfontein	
No link road between the of Rietvallei ext 2 & 3	To give the community access to the two extensions	Approach the province for funding	Link road from Rietvallei ext 2 & 3 to Rietvallei proper	
Vehicles are over speeding and the streets are overcrowded	To provide a safe environment for pedestrians and cyclists	Slowing down vehicles on the road	Introducing speed humps on busy primary roads	
Lack of pedestrian crossings	To ensure that pedestrians are safe when crossing streets	Provide road markings and pedestrian crossing signs	Improve pedestrian crossings	
Lack of road signage	To educate the community about road safety	Develop a communication and awareness campaign strategy.	Improve road signage	
No parking areas for bicycles	To encourage the use of bicycles to town	Erect safe bicycle parking areas	Develop NMT policy and strategy	
No bicycle parking areas for learners	To provide safe bicycle areas for learners	Erect safe bicycle parking areas at schools	Develop a strategy for learner transport	



No freight transport strategy.	To reduce the cost of transport	Eliminate the inefficiency in freight transport	Develop strategy for freight transport	
No policy and strategy for the disabled	To ensure that issues of the disabled are addressed	Policy will provide direction of LM and strategy provides what needs to be done	Develop strategy and policy for physically challenged	
Lack of overloading strategy	To manage the overloading of heavy vehicles	The building of weigh bridges at strategic areas.	Develop an overloading strategy	
Corridors have been identified and need development	To facilitate the development of business along the corridors	Create incentive to attract business to relocate	Develop strategies for corridor development	
No proper and safe areas to drop off and pick up learners	To provide safe areas for drop off and pick up of learners	Identify safe areas that can be used for drop off and pick up	Identify safe drop off and pick up areas for learners	
No bicycle lanes and walk ways for pedestrians in townships	To create a safe environment for cyclists and pedestrians	Create awareness and educate the public	Develop bicycle lanes and walk ways in the townships	
Lack of infrastructure for the physically challenged	To ensure that the physically challenged are able to access amenities	Provide ramps, toilets, signage etc in all public buildings	Provide infrastructure for the physically challenged	
No door to door transport for the physically challenged	To provide the physically challenged with transport that is secure, safe and affordable	Proper needs analysis and recommendations are forwarded to authorities	Facilitate feasibility study for door to door delivery	



No municipal policies and strategy for transport	Municipality to give policy direction	Identify the implementation agent and how to fund the project	Develop a Municipal Transport Policy and Strategy	
No rank management	Municipality to be responsible for the facility/ies	To maintain the facility	Facilitate taxi rank management	
No subsidised bus service	To provide the community with an affordable transport mode	The LM to assist an entrepreneur to provide the service	Investigate the possibility of encouraging a subsidised bus service	
No intermodal transport facility	To provide the community with a seamless transport transfer facility that is safe and secured.	Encourage the private sector to participate in a Private Public Partnership (PPP) or built, operate and transfer Bot	Investigate the possibility of establishing an intermodal transport facility	
no information or data on weighbridges	To find a suitable place to install weighbridges	Encourage the participation of private sector	Feasibility study for the installation of weighbridges	
Foreign licence drivers enter the country	To enable law enforcement officers to prosecute transgressors with foreign licences	Organise training sessions for law enforcers	Training for law enforcers to read and interpret foreign licences	
Officers training college	To provide law enforcement officers with refresher courses on overloading control	Employ private trainer for on the job training	Train law enforcement officers on overloading control	

3.2. Mini-bus Taxi Industry

The mini-bus taxi is the predominant mode of transport in South Africa. Although there are no definitive statistics about the dominate nature of the mini-bus taxis, it is measured by the number of passengers it transports daily. The provision of transport



must be able to address the needs of the people it serves. In terms of section 18 of the National Land Transport Act, the general principle for transportation planning is to give is to give higher priority to public transport than to private transport and to discourage private vehicle use through Travel Demand Management measures.

Infrastructure such as taxi ranks, stops, shelters, and principles such as safety, comfort and convenience are all necessary aspects that a user of the mini-bus taxi needs for an unforgettable experience. Thus, one of the issues that was identified during the public participation process was that the WLM should be able to provide transport facilities for the users of public transport.

3.3. Bus Industry

The bus industry in Westonaria is operated mainly by a private operator. The mining house which is the biggest employer Westonaria provides the service for its employees. There is a perception by the community that buses could be affordable than mini-bus taxis, because buses receive a transport subsidy from government. Communities therefore requested that the municipality introduce bus services in the area. The argument put forward was that the lack of competition amongst taxis makes them to be too expensive. It also argued that buses are safer than taxis.

3.4. Rail Industry

South Africa has two rail services that are rendered to the public. Metro Rail provides an inter city service whilst Shosholoza provides a long distance service. Rail is a mass mover of commuters as it caters for more passengers than busses and taxis. Rail fares are far cheaper than other modes of transport and commuters are calling upon the Public Rail Agency of South Africa (PRASA) to open more stations and rail lines to cater for those communities that currently do not have rail services.

Although rail transport services are not a local municipality competency, it is incumbent on the municipality to provide for rail transport in their Integrated Transport Plan. The local municipality must continuously interact with PRASA to ensure that their transport plans are in corroboration with each other.

3.5. Non-Motorised Transport (NMT)

Non-motorised transport is the prevalent and predominant mode of transport in large areas of WLM because of a lack of motorised transport. This mode of transport is



generally ascribed to walking, cycling, rolling and animal drawn carts. The National Travel Survey (2004) shows that a large portion of people who live in the rural areas have to walk a long distances to access facilities or transport. Walking is a predominant mode of transport in WLM though we may not possess official statistics. In Gauteng, the National Travel Survey shows that 12.2% of people walk for more than thirty minutes to the next bus stop.

Apart from walking to access public transport modes, the main centers of activities such as shops, education, medical, etc. are also far away from where they live. There are also very remote areas in which minibus taxis cannot easily access and these areas served by the light delivery vehicles.

Animal drawn carts are also notably used in other areas. There are no official statistics regarding the different modes of non-motorised transport. The challenge is for the WRDM to develop a policy and strategy of addressing issues related to non-motorised transport. The National Rural Transport Strategy for South Africa (2003) proposed the following strategies:

- To invest in access roads;
- To improve other forms of rural transport infrastructure such as local connector or district roads, suspension bridges, pontoons, paths, tracks, trails and public transport interchanges;
- Connected actions to redress the relative neglect of non-motorised as well as intermediate motorised transport such as tractor trailers; and
- Strengthening as well as regulating the role of the bakkie sector as a viable demand-responsive means to address a variety of rural freight and passenger transport needs.

The role of the bakkies as a means of transport in the rural areas plays a prominent and important role to ensure that communities are provided with mobility. The bakkie is recognised by the Provincial, National

Department of Transport and the Local Municipalities should be able to develop policy and strategies to address this mode of transport.

Amongst others, the policy and strategy will have to address the following issues:



- Prioritising non-motorised travel options;
- Preference to pedestrians at crossroads;
- Compliance rate of pedestrians at crossroads or traffic lights;
- Proper pedestrian design locations;
- Development of pedestrian friendly neighbourhoods;
- Pedestrian proximity to community amenities;
- Safer environment for cyclists;
- Encourage planners, researchers and engineers to do more research regarding NMT;
- Provide sidewalks, curbs ramps cross walks, roadway lighting, road design including bicycle lanes, improve intersection for cyclists, traffic calming design and vehicle volume and pedestrian volumes; and
- Impact of traffic on behaviour and perceptions of safety of pedestrians e.g. pedestrian push buttons at crossings

3.6. Animal Drawn Transport

Despite the huge migration of rural communities into urban areas since 1994, a sizeable proportion of the population still live in rural South Africa. Thus, in 1996 the National Department of Transport developed a Rural Transport Strategy with aim of addressing the transport challenges that rural communities experienced. The 1996 White Paper on Transport Policy states that transport is a catalyst that drives economic and social activities.

Animal drawn transport, which is recognised by government as a mode of mobility, enables people in deep rural areas to access amenities such as hospitals, clinics, schools and shopping areas. The need to provide resting areas for animals at shopping complexes to enable animals to drink water and have resting periods is critical to the promotion of animal drawn transport. The arrive alive campaign should incorporate education to both users of animal drawn transport and to motorist, taxi operators and commuters and the general public.

3.7. Special Category of Passengers

3.7.1. Learner Transport

The Westonaria Local Municipality has initiated a process of addressing learner transport because of the need that has arisen. There has been a steady movement of learners from the township to the Model C schools that are mainly in the suburban



areas since the advent of democracy, South African Constitution has enshrined in the Bill of Rights, that learners have the “entitlement to education (7-18 years old children)”. In order to address this need, the WLM is assisting to formalise and regulate learner transport under its jurisdiction.

The National Land Transport Transition Act of 2000 states that learner transport must be part of the Public Transport Plan and should be incorporated into the Provincial Land Transport Framework. The WLM will in due course be preparing a database which will be able to locate all the schools in the WLM including the distances from the residential areas.

Learner transport has been a National and Provincial competency. Since the promulgation of the National Land Transport Act of 2009, this function has been dissolved to the local municipalities. The WLM will have to develop a Learner Transport Policy and strategy to address issues of learner transport.

In terms of the Learner Transport Draft Policy (2007), the Department of Transport objectives are:

- To provide dedicated public transport services to and from schools serving learner transport demand in cooperation in South Africa;
- To promote safe and secure pick-up and drop-off points at schools;
- To formulate and implement learner transport subsidy policy so that learners most in need can be given affordable transport;
- To assess the patterns of non-motorised transport by learners and providing walk and cycle ways where demand is warranted; and
- To facilitate subsidised bicycles to learners most in need.

The above learner transport objective will now have to be achieved by the Westonaria Local Municipality.

3.7.2. People with Special Needs

The adoption of the Constitution of South African Act 108 of 1996 had a profound impact on Transport Policy of South Africa. Thus in 1996 the White Paper on South African Transport Policy (1996) was adopted, which took cognisance of the fact that Government shall provide safe, secure and affordable transport to its citizens.



Although the Constitution enshrined the right of people to move, the White Paper did not address the needs of people who are physically challenged.

In 2000, the National Land Transport Transition Act, section 18(5) stated that Transport Planning must enhance accessibility to public transport for persons with disability. This legislative requirement necessitated the Office of the Presidency to state that “The Government will design, in consultation with disabled people a comprehensive programme for the disabled which will enhance their engagement in society and remove discriminative practices against them, especially in the work place.” Government will also discuss means to reintegrate mentally and physically disabled people in their communities. “Now that the development of the development of integrated transport plans has been devolved to the local municipalities, it is incumbent upon the local municipalities to provide facilities and services for people who are physically disabled.

Gauteng Province in particular, the Provincial Transport Policy states that, that Provincial Government shall “Promote the incorporation of methods and provide for the needs of those with disabilities in planning, design and provision of transport facilities and services.”

In response to the above statements, the Government proposes the following strategies:

- To provide amenities for people with special needs, such as ramps for wheel chairs. Firstly at the main taxi ranks and multi-modal public facilities and extending to other facilities in a phased approach; and
- To conduct a feasibility study for the provision of a demand-response service in WLM to a door-to-door service with specially-equipped vehicles.

The Municipal Policy and Strategy will have to address the needs of people who are physically disabled because it is a policy and legislative requirement.



3.8. Law Enforcement

Law enforcement plays a major role in providing a safe and secure transport service to commuters. In terms of section 122 of the National Land Transport Act of 2000 as well as the National Road Traffic Act 93 of 1996 as amended, law enforcement must

be a joint effort among the different agencies. The NLTTA categorises law enforcement among the following sectors:

- Provincial Inspectors;
- South African Police Services
- Municipal or Provincial Traffic Police; and
- Road Transport Inspectors (member of the Cross Border Road Transport Agency).

In supporting transport services, the above mentioned agencies must coordinate and cooperate among themselves. South Africa, like many other countries in the world are in some cases faced with issues such as poor performance, personnel who are seldom not properly qualified, low supply of personnel, vehicles and specialised equipment which has impacted on the performance of services rendered by the law enforcement agencies.

In developing this aspect of the LITP for the Westonaria Local Municipality, a one-on-one meeting as well as a workshop was held on the 16 April 2010. During this consultative and participatory process with members of the law enforcement, challenges as depicted in annexure 6.2.were identified:



4. TRANSPORT IMPROVEMENT PROPOSALS

Public consultation and participation is one of the fundamental principles of the South African constitution. Section 2 (e) of the Local Government: Municipal Systems Act states that council shall consult the local community about:

- (i) “the level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider; and
- (ii) the available options for service delivery”.

Thus the process that was followed was to involve over and above the community, the divisions within the municipality such as, Local Economic Development, Infrastructure and Planning, who were invited to participate.

This committee managed to identify and prioritise projects using a 1-5 scale, 1 being the highest and 5 the lowest.

4.1. List of identified and prioritised projects

Below are the projects as identified and prioritised by the Westonaria Local Municipality stakeholder.



Table 10: Public Transport Facilities

Priority No.	Project Description	Cost	Funding Agent	Recommendation
1	Road Maintenance and Upgrading	R20,000,000.00	Westonaria LM	
2	Weighbridge	R2,000,000.00	➤ PPP or DOT ➤ WRDM	
1	Funding strategy	R500,000.00	WRDM	
3	Inter-modal facility (upgrading)	R1,000,000.00	Westonaria LM	
1	NMT Strategy	R500,000.00	WRDM	
1	Rural Transport Policy and Strategy	R1,000,000.00	WRDM	
1	Overloading Strategy	R500,000.00	Westonaria LM	
1	Transport Coordinating Structure	R1,000,000.00	WRDM	
1	Transport Policy	R1,000,000.00	Westonaria LM	
1	Rank Management Strategy	R100,000.00	Westonaria LM	
Total		R27,600,000,00		



Table 11: Law Enforcement

Priority No.	Project Description	Cost	Funding Agent	Recommendation
1	Law Enforcement Strategy	R200,000.00	Westonaria LM	
1	Refresher training for Traffic Officers	R200,000.00	Westonaria LM	Conduct workshop
1	Amendment of by-law	R1,000,000.00	Westonaria LM & WRDM	
1	Street names	R250,000.00	Westonaria LM	
1	Overloading Strategy	R500,000.00	Westonaria LM	
3	Web Based Computer System to Record offences	R150,000.00	Westonaria	Conduct a business case
Total		R2,300,500.00		

Table 12: physically Challenged

Priority No.	Project Description	Cost	Funding Agent	Recommendation
1	Ramps	R500,000.00	Westonaria LM	Upgrade accessibility at ranks
1	Ablution Blocks	R1,000,000.00	WRDM	District should take it up with the Province (Gauteng Provincial Government)
2	Buses / Intermodal Choice	R300,000.00	Westonaria LM	Conduct a feasibility study
1	Education / Disability Awareness	R200,000.00	Westonaria LM	Municipality driven awareness campaign with regards to informing people about issues of people that are physically challenged
Total		R2,000,000.00		



Table 13: Learner Transport

Priority No.	Transport Element	Cost	Funding Agent	Recommendation
1	Develop Policy and Strategy	R250,000.00	Westonaria LM	Consider immediately to regularise learner transport
1	Vehicle branding	R500,000.00	Westonaria LM	Properly identify scholar transport from taxi operations
2	Development Learner Transport Database	R250,000.00	Westonaria LM	Data repository of scholar transport vehicles.
3	Loading – Off-loading bays	R1,000,000.00	Westonaria LM & WRDM	Safe loading bays for scholars
2	Road signage around	R1,000,000.00	Westonaria LM & WRDM	Signage around schools
1	Learner transport subsidy	R200,000.00	Westonaria LM	Conduct feasibility
Total		R3,200,000.00		



5. BUDGET AND IMPLEMENTATION PROGRAMME

In terms of the Local Government: Municipal Systems Act, the WLM is required to fund projects that are incorporated into the integrated transport plan (ITP). While the National Land Transport Transitional Act, did not address funding methods for local municipalities to fund transport projects, nevertheless, functions of planning for transport in their respective areas was devalued.

The enactment of the National Land Transport Act no.5 of 2009, was to assist the local municipalities with areas that could be taxed in order to fund transport in their areas. Section 27 of Chapter 3 of the NLTA proposed that Municipal Land Transport Funds could be sourced by levying the following:

- Money appropriated by the Minister;
- Money appropriated by the MEC;
- User charge principle;
- Interest on invested cash balances belonging to the fund; and
- Donations or contributions to that fund i.e. foreign and agencies.

With respect to user charges, the Act proposed that the user charge must be inline with the Municipal Fiscal Powers and Functions Act no. 12 of 2007. The Act proposed the following criteria to be used for imposing the levy:

- Specific class of motor vehicle entering specific portion of its area at specific time;
- Land, building or other developments, including land or buildings of which the state is the owner, in its area.
- The parking of motor vehicles in a building or land in a specific portion of the area.
- Parking places for or the use of ranks, stops and terminals by motor vehicles in such a portion. The fund shall be subject to the principles and discipline of the Municipal Finance Management Act (MFMA).



Below is a five year estimated budget for projects.

Table 14: Planned Projects

List of Project	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015



ANNEXURE

6.1. REFERENCE MATERIAL



ANNEXURE

6.2. COMMISSION INPUTS





ANNEXURE 8:

DRAFT HOUSING PLAN

HUMAN SETTLEMENTS DEVELOPMENT PLAN

NO	PROJECT DESCRIPTION	OBJECTIVE	LOCATION	CURRENT SITUATION	PLANNED DEVELOPMENT/FUTURE	PLANNING REQUIREMENTS	INFRASTRUCTURE REQUIREMENTS
1	Protea Ext. 23	To provide low cost houses and other typologies	Protea-Soweto	The Community of Waterworks is staying in an informal area affected by floods	1800 Housing Units/ The timeframes are undetermined.	Lodge Township Establishment with COJ. Finalise further Geotech Reports.	Connection to the Bulk service of COJ
2	Thusanang Intergrated Development	To promote the provision of housing in order to reduce the backlog	Thusanang in Ward 1	Community is staying in informal houses	To implement an Intergrated housng model	EIA, Township Establishment, Land Transfer	Bulk Services
3	Simunye Ext 2	To promote the provision of housing in order to reduce the backlog	Simunye Ext 2	Westonaria has a backlog of +17 000 units	To provide 160 units through partnership with Goldfields	Completion, submission and Approval of House Plans.	NONE
4	Westonaria Borwa	To promote the provision of housing in order to reduce the backlog	Westonaria ward 6	Westonaria has a backlog of +17 000 units	To provide 8200 mixed types of houses through a Turnkey Developer	Project under implementation.	To make provision for spare capacity alternatively payment for the Bulk Services Contribution.
5	Westonaria Ext 10	To promote the provision of housing in order to reduce the backlog	Westonaria ward 6	Westonaria has a backlog of +17 000 units	To provide 600 high income houses	It is a private developement	NONE
6	Mohlakeng Ext 11 /Droogheuwel	To promote the provision of housing in order to reduce the backlog	Mohlakeng /Randfontein	Westonaria has a backlog of +17 000 units	To provide 629 Low income houses and higher income houses in later phases.	Site handed over to Main Contractor	Provision of Pre-paid Water metres.
7	Syferfontein	To promote the provision of housing in order to reduce the backlog	Syferfontein	Westonaria has a backlog of +17 000 units	To provide 20 000 mixed types of house in collaboration with COJ.	Land transfer, EIA, Township Establishment	Bulk Infrastructure
8	Insitu Developements	To upgrade informal settlements with services	Bekkersdal ward 10, 12, 13	Th e community is in informal houses with existing services	To provide formal houses on occupied areas with services.	Beneficiary Administration, Decanting, Develop house plans, Stand pegging	NONE

ANNEXURE 9



ELECTRICAL MASTER PLAN

OF THE

GREATER WESTONARIA SUPPLY AREA

TO INCLUDE THE

WESTONARIA BORWA INTEGRATED

HUMAN SETTLEMENT DEVELOPMENT

INDEX

- 1. INTRODUCTION**
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- 6. PROPOSED DESIGN STANDARDS OF EXTERNAL ELECTRICAL SERVICES**
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- 9. LOAD ANALYSIS**
- 10. COST ESTIMATE OF BULK AND LINK INFRASTRUCTURE**
- 11. ANNEXURE A - LOAD ANALYSIS**
- 12. ANNEXURE B - BULK AND LINK INFRASTRUCURE COST**
- 13. ANNEXURE C - LOAD CONNECTION PROGRAMME**

1. INTRODUCTION

Eksteen & Le Roux Electrical Engineers was appointed by Messrs Crimson King Developments as the consulting engineers for the electrical engineering services of Westonaria South, situated on portions 26, 27 and 28 of the farm Panvlakte 291-10 (the **DEVELOPMENT**).

2. SCOPE OF THE REPORT

The scope of the report entails the broad design principles of the external and internal electrical engineering services required for the development of Westonaria South. A specific instruction was given to study the integration of electrical networks between the existing town of Westonaria and the planned new development. The report will also address the supply to Bekkersdal and Simunye, as these towns are currently fed from the Westonaria networks.

This report has the status of a draft report to provide further opportunity to role players (specifically to Crimson King Developments and Westonaria Municipality) to comment, whereafter the report will be finalized with recommendations and approved by both parties.

3. BACKGROUND INFORMATION

It is understood that a high court order was issued some time ago to relocate approximately 14 500 informal settlements in Bekkersdal due to unsuitable living conditions caused by dolomite soil conditions. Three suitable areas were identified to relocate this settlement, the largest area being Westonaria South. The land development rights on the said farm portions in Westonaria South belong to Messrs Crimson King Developments. They have concluded a development agreement with the Gauteng government as a turnkey developer of the area.

4. AVAILABILITY OF EXTERNAL ELECTRICAL SERVICES

The development is within the supply area of Westonaria Municipality. ESKOM supplies 6.6kV bulk electricity to the existing town of Westonaria from its 44kV networks serving the mining industry (Libanon line).

A meeting was held with ESKOM's distribution planning department on 29 November 2007 to discuss the bulk supply requirements to the new development. The purpose of the meeting was to exchange technical and planning information. A follow-up meeting between Eksteen & Le Roux, ESKOM and Westonaria Municipality was held on 27 July 2008 to discuss the way forward. ESKOM requires a formal application for the new bulk supply from Westonaria Municipality to evoke the planning and quotation processes formally. This application was submitted by Westonaria Municipality to ESKOM during August 2008 and the application stated that a bulk supply point of 40MVA at 132kV is required.

5. THE NEED TO INTEGRATE THE EXISTING NETWORK WITH THE NEW NETWORK

As stated above, the client has indicated that careful consideration should be taken of the impact of the new development on the existing town and its electricity networks. One would assume that the two entities ("old" and "new") should operate on equal footing as far as possible and not compromising each other from an electrical point of view. The new development also offers the opportunity to assess the current quality of supply to Westonaria and the impact on maintenance and operational resources.

ESKOM expressed a view that they will maintain the current 44kV bulk intake point at the Mars substation within legislated supply norms, but that they would not upgrade the supply to cater for new developments or additional load. The reason is that the old 44kV network, although serving a vital role in the past, is not a recognized long term distribution voltage anymore and ESKOM would strongly encourage any opportunity to supply bulk from a network suitable for long term supply sustainability.

This view is echoed by the Westonaria Municipality. They also pointed out that the ESKOM supply consists of 2 x 1 OMVA transformers whilst Westonaria's maximum demand is close to 14MV A. This means that the supply is not firm anymore ("firm" in this case means that supply can be maintained with one transformer out of commission) and any equipment failure could be disastrous to Westonaria during peak conditions.

Taking all of this into account, we are of the view that the Westonaria South development presents the ideal opportunity to combine and integrate Westonaria's electricity supply into one bulk supply point, utilizing the existing 132kV distribution line traversing the new development.

6. PROPOSED DESIGN STANDARDS OF EXTERNAL ELECTRICAL SERVICES

A meeting was held with Westonaria Municipality on 5 August to discuss the bulk supply arrangement between ESKOM and Westonaria. It was decided that Westonaria will apply for a connection point on the 132kV busbars and that Westonaria will have ownership of the substation. It was further proposed to conclude a maintenance and operational arrangement between the municipality and an outside maintenance contractor on a short term basis that will be renewable.

The existing 132kV distribution line traversing the new development is strung with Bear conductor, giving it a thermal rating of approximately 150MV A. It would be ideal to utilize this distribution line for the future bulk supply of Westonaria. ESKOM is supporting this idea and they have not given any indication to date that a bulk supply from this line would present any problems. We however expect a more defined view once ESKOM's budget quotation is received.

We recommend that application is made to ESKOM for a long term 40MVA connection as per the expected load analysis (also refer to Annexure A). The load will mature over time and Annexure C gives an expected growth of the new connected load, integrated with the existing demand of Westonaria. It is expected that the new load for the Westonaria South development will be connected as of the 1st half of 2010 up to 2013 (approximately four, possibly five years). We however expect that the peak load of 40MVA will only be reached over a period of approximately ten years, whereafter the installation of a third 40MVA transformer could be considered to maintain a firm supply.

The proposed position of the site for the bulk intake 132/11/6.6kV substation site is indicated on drawing 1672/1/MP. ESKOM's final approval of the site must still be obtained and we will arrange a site meeting with them.

7. INTEGRATION OF THE EXISTING 6.6KV NETWORK

Many hours were spent with the Westonaria electricity department to collate information and to map the existing 6.6kV networks with reasonable accuracy. This information is useful to plan the integration with the new network, but it also assists in identifying network operational options and load flow. The existing networks are indicated on drawing 1672/1/MP.

A few options were presented to Westonaria Municipality to supply the load from the new intake substation to the existing town after terminating the ESKOM supply at the Mars substation, viz:

- Establish a 44kV point at the new intake substation and build a feeder (overhead or underground cable) to the existing 44/6.6kV ESKOM Mars substation. ESKOM will be approached for selling the existing 44kV equipment to Westonaria. A third transformer may be required to ensure firm transformer capacity.
- Transmit the load at 11 kV from the new intake substation and build a new munic substation in the existing town to transform the voltage to 6.6kV. Redistribute the load into the existing networks.
- Transmit the load from the new intake substation at 6.6kV and build a new municipal switch station to distribute this load into the existing networks.

All three options were discussed and work shopped. The final decision of Westonaria was to select the last option, i.e. transmitting the load from the new intake substation with cables at 6.6kV and building a new municipal switch station from where this load will be distributed into the existing networks.

We therefore recommend dual ratio transformers at the new intake substation to supply the new development at 11 kV and to integrate the existing networks in Westonaria at 6.6kV. High capacity dual ratio transformers are rather unique, thus stand by equipment in case of transformer failure may be a problem. Installing a second 40 MVA transformer as back-up will ensure firm capacity.

The new feeders and switch station will be rated at 11 kV (although operated at 6.6kV) and space will be provided at the municipal switch station for 11 /6.6kV transformers, should this option become preferable in the future.

The proposed T3 switch gear and interconnecting cables from the municipal switch station into the existing 6.6kV network are indicated on drawing 1672/1/MP. Further refinement will be considered during the preliminary design stage.

The 6 x 240mm² feeder cables from the intake substation to the municipal switch station may not be an ideal solution as 185mm² cables are more readily available and also used by City Power and other supply authorities. However, the need to install firm cable capacity and the limitations of 6.6kV distribution warrant this option perhaps. This matter will be further investigated during the preliminary design stage.

The 6.6kV cables to Simunye could also be fed from zone 2 switch station at 11 kV. Once again this matter will be addressed during the preliminary design stage.

8. DESIGN STANDARDS OF INTERNAL ELECTRICAL SERVICES

Since the development will consist of a mixed used nature e.g. mixing of all types of stand levels of dwellings, the electrical design standards will be the same for the entire project. The method of reticulation may differ from place to place mainly to accommodate specific and practicalities, though be electrically equivalent. It is approximate to accept that the After Diversity Maximum Demand will be 5 to 6kVA per residential dwelling at miniature substation level. The latter refers to the average electrical demand for 100 erven.

The brief was to allow for an underground electrical reticulation. This was found to be appropriate with reference to the proposed township layout and also to the incorporation of "Walk-up" units were high density housing result in relative high electrical demand.

Street lighting conforming to lighting standard in terms of SANS 10098:2007 will be provided.

Split payment metering will be utilized. Energy saving principles will be adopted and this will include load limiting devices, ripple control and solar water heaters where appropriate.

9. LOAD ANAL VSIS

A load analysis is included in Annexure A.

10. COST ESTIMATE OF BULK AND LINK INFRASTRUCTURE

(also refer to Annexure B for a more detailed cost analysis)

A summary of the project costs follows below:

P & G cost for total project	R	3,040,238
Cable integration into existing network	R	9,394,644
Oil filled T3 switch gear for existing network	R	690,525
Feeder cables to new municipal switch station	R	17,777,351
New munic switch station for existing network	R	4,959,900
Munic main intake substation (132/11 16.6kV)	R	32,183,170
Munic main intake feeder switch gear	R	3,066,140
Cables: intake sub to zone 2 switch station	R	5,478,720
Zone 2 switch station	R	2,455,500
Contingencies (10%)	R	7,600,595
Escalation (12%)	R	9,120,714
Sub total: construction cost	R	95,767,497
Add: professional fees	R	7,631,971
PROJECT TOTAL (EXCL VAT)	R	103,399,468

ANNEXURE A

LOAD ANALYSIS

1.	Type of housing development - Westonaria South	Stand size	No of stands	ADMD at minisub level (kVA)	Diversified (0.7) ADMD at 11kV secondary ring, switch station level	Diversified (0.75) ADMD at 132kV primary substation level	Total diversified load in kVA at 132kV level
	Fully subsidised	225 - 315m ²	3,686	5	3.5	2.6	9,676
	Bonded	225 - 315m ²	2,061	5	3.5	2.6	5,410
	Middle income	350 - 400m ²	286	6	4.2	3.2	901
	Social	60units/ha	436	5	3.5	2.6	1,145
	Future	Mix	1,500	5	3.5	2.6	3,938
	Schools and other community related facilities						1,000
	Total A		7,969				22,069

2.	Type of development	Stand size in hectare	No of stands	kVA/ hectare	Installed load in kVA	Diversified (0.65) load at 11 kV secondary ring, switch station level	Diversified load (0.75) at 132kV primary substation level
	Future industrial	6.8	1	245	1,666	1,083	704
	Future industrial	6.9	1	245	1,691	1,099	714
	Future industrial	29	1	245	7,105	4,618	3,002
	Total B				10,462	6,800	4,420

3.	Existing Westonaria Town		Diversified maximum load in kVA
	Housing, commercial and light industrial		13,500
	Total C		13,500

4. 1 Total A + B + C (kVA)

39,989₁

Note: higher diversities have been used where load profiles differ substantially, for example the typical load profile of residential load versus industrial / commercial load

ANNEXURE B

BULK AND LINK INFRASTRUCTURE COST

1. Integration of existing cable networks

Item	Cable type PILC Cu T19, GDSTA	Feeders	Total m	Total cost
Munic switch station to Simunye	185mm ²	2	4,920	R 5,382,874
Munic switch station to Botha st T3's	95mm ²	4	2,400	R 1,773,158
Munic switch station to Edwards T3's	95mm ²	2	2,340	R 1,728,829
Munic switch station to Wistaria T3	95mm ²	2	260	R 192,092
Munic switch station to Dias st	95mm ²	2	120	R 88,658
Mc Gregor interconnector to Albrecht st	95mm ²	1	310	R 229,033
Munic intake to Munic switch station	240mm ²	6	12,168	R 17,777,351
Sub total A				R 27,171,995

Oil filled switchgear in street reserves	K3 unfused 630A range, quantity	Total cost
Botha st	4	R 306,900
Edwards st	2	R 153,450
Wistaria st	2	R 153,450
Albrecht st	1	R 76,725
Sub total B		R 690,525

New Munic Switch Station (25kA)	Quantity	Total cost
Incomer SBV3 630A	6	R 1,052,700
Upper bus section, SBV3 2000A	1	R 175,450
Feeder, SBV3, 630A	15	R 2,631,750
Civil works	26 x 7m	R 1,000,000
Local transformer		R 100,000
Sub total C		R 4,959,900

Sub total A + B + C (integration of existing networks)

R 32,822,420

2. Munic Main Intake Substation

Item	Quantity	Total cost
Site works		R 900,000
Earth grid		R 900,000
Control room		R 1,000,000
Civil work		R 1,800,000
Erection of steelwork		R 750,000
Power equipment		R 20,000,000
MV cable network		R 700,000
Control cable network		R 900,000
Substation fencing		R 410,000
11 kV incomer SBV3 1250A, 40kA	4	R 876,040
11 kV Upper bus section, SBV3 2000A, 40kA	2	R 438,020
11 kV feeder, SBV3, 1250A, 40kA	see sub total G	
6.6kV incomer SBV3 1250A, 40kA	4	R 876,040
6.6kV Upper bus section, SBV3 2000A, 40kA	1	R 219,010
6.6kV feeder, SBV3, 1250A, 40kA	6	R 1,314,060
Control panels		R 1,100,000
Sub total D		R 32,183,170

3. Internal link

Item	Cable type PILC Cu T19, GDSTA	Feeders	Total m	Total cost
Intake sub to zone 2 switch station	185mm ²	3	3,750	R 5,478,720
Sub total E				R 5,478,720

Zone 2 switch station (25kA)	Quantity	Total cost
Incomer SBV4 800A	3	R 458,700
Bus section, SBV4 2000A	2	R 347,600
Feeder, SBV4, 800A	9	R 1,069,200
Civil works	19 x 5.5m	R 480,000
Local transformer		R 100,000
Sub total F		R 2,455,500

Munic main intake switchgear	Quantity	Total cost
11 kV feeder, SBV3, 1250A, 40kA	14	R 3,066,140
Sub total G		R 3,066,140

Sub total E + F + G (internal link infrastructure) R 11,000,360

4. Total project cost (bulk and link infrastructure)

P & G Cost	R 3,040,238
Supply and install all material (Sub total A + B + C+ D + E + F + G)	R 76,005,950
Contingencies (10%)	R 7,600,595
Escalation (12%)	R 9,120,714
Construction total	R 95,767,497
Professional fees	R 7,631,971
Project total (excl VAT)	R 103,399,468

Note:

bulk contribution cost payable to ESKOM is not included, their quotation is awaited

ANNEXURE C

LOAD CONNECTION PROGRAMME

2012

kVA	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Connected load to be added												
Existing diversified load in town to be added												
Cumulative load on 132kV network												

2013

kVA	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Connected load to be added					300	300	600	600	600	600	1000	300
Existing diversified load in town to be added									1000	2000	2000	1000
Cumulative load on 132kV network					300	600	1200	1800	3400	6000	9000	10300

2014

kVA	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Connected load to be added	300	600	600	600	600	600	600	1000	2000	2000	1000	300
Existing diversified load in town to be added		1000	2000	1500	1000	1000	500	500				
Cumulative load on 132kV network	10600	12200	14800	16900	18500	20100	21200	22700	24700	26700	27700	28000

2015

kVA	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Connected load to be added	300	400	500	600	700	1000	1000	800	700	600	300	300
Existing diversified load in town to be added												
Cumulative load on 132kV network	28300	28700	29200	29800	30500	31500	32500	33300	34000	34600	34900	35200

2016

kVA	Jan	Feb	Mar	Apr	May	Jun	Jul	AUG	Sep	Oct	Nov	Dec
Connected load to be added	300	300	400	500	600	600	500	400	300	300	300	300
Existing diversified load in town to be added												
Cumulative load on 132kV network	35500	35800	36200	36700	37300	37900	38400	38800	39100	39400	39700	40000

ANNEXURE 10

WESTONARIA LOCAL MUNICIPALITY



DRAFT ANTI-CORRUPTION & FRAUD AND PREVENTION STRATEGY

DEFINITIONS:

“Constitution” means the Constitution of the Republic of South Africa, 1996 (Act. No. 108 of 1996).

“Corruption” means any conduct or behavior where a person accepts or agrees or offers any gratification for him/her or for another person where the purpose is to act dishonestly and illegally. Such behavior also includes the misuse of material or information, abusing a position of authority or a breach of trust or violation of duty;

“Corrupt Activities Act” means the Prevention and Combating of Corrupt Activities Act 2004 (Act No. 12 of 2004).

“Council” means the Council of the Westonaria Local Municipality.

“Councilor” means a member of Council of the Westonaria Local Municipality;

“Disclosure” in terms of the Protected Disclosure Act, 2000 (Act No. 26 of 2000)

means – any disclosure of information regarding any conduct of an employer or an employee of that employer, made by any employee who has reason to believe that the information concerned shows or tends to show one or more of the following:

- (a) That a criminal offence has been committed is being committed or is likely to be committed;
- (b) That a person has failed is failing or is likely to fail to comply with any legal obligation to which that person is subject;
- (c) That a miscarriage of justice has occurred is occurring or is likely to occur;
- (d) That the health or safety of an individual has been, is being or likely to be endangered;
- (e) That the environment has been, is being or is likely to be damaged;
- (f) Unfair discrimination as contemplated in the Promotion of Equality and Prevention of Unfair Discrimination Act, (No. 4 of 2000) or
- (g) That any matter referred to in paragraphs (a) to (f) has been, is being or is likely to be deliberately concealed;

“Disciplinary Procedure” means the Disciplinary Procedure of the Municipality in terms of the collective agreement of the South African Local Government Bargaining Council and/or the Disciplinary Code and Procedures for Senior Managers;

“Employee” means any employee of Westonaria Local Municipality, contractual or permanent;

“Fraud” means the unlawful and intentional making of a misrepresentation which causes actual or potential

prejudice to another. The use of the term is in its widest possible meaning and is intended to include all aspects of economic crime and acts of dishonesty;

“MFMA” means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);

“Municipality” means the Westonaria Local Municipality;

“NPA” means the National Prosecuting Authority of the Republic of South Africa; “Occupational detriment” in relation to the working environment of an employee in terms of the Protected Disclosure Act (Act No. 26 of 2000) means – (a) being subjected to any disciplinary action;

(b) being dismissed, suspended, demoted, harassed or intimidated;

(c) being transferred against his or her will;

(d) being refused transfer or promotion;

(e) being subjected to a term or condition of employment or retirement which is altered or kept altered to his or her disadvantage;

(f) being refused a reference, or being provided with an adverse reference, from his or her employer;

(g) being denied appointment to any employment, profession or office;

(h) being threatened with any of the actions referred to in paragraphs (a) to (g)

above; or

(i) being otherwise adversely affected in respect of his or her employment, profession or office, including employment opportunities and work security;

“Political Office Bearers” means councilors appointed to hold political offices in the Municipality i.e. the Mayor and the Speaker;

“Protected Disclosure” in terms of the Protected Disclosure Act (Act No. 26 of 2000), means a disclosure made to:-

(a) a legal adviser in accordance with section 5;

(b) an employer in accordance with section 6;

(c) a member of Cabinet or of the Executive Council of a province in accordance with section 7;

(d) a person or body in accordance with section 8;

(e) any other person or body in accordance with section 9;

but does not include a disclosure:-

(i) in respect of which the employee concerned commits an offence by making a disclosure; or

(ii) made by a legal adviser to whom the information concerned was

disclosed in the course of obtaining legal advice in accordance with section 5.

“Protected Disclosure Act” means the Protected Disclosure Act, 2000 (Act No. 26 of 2000);

“Recipient of a complaint” means any employee or councilor of the Municipality to whom a complaint of fraud, corruption and maladministration is laid; this may involve but is not limited to a Supervisor, Line Manager, Executive Director, Municipal Manager or an employee acting in any such capacity, Executive Mayor, the Speaker and/or the Chairperson of the Audit Committee.

“SCM Regulations” means the Supply Chain Management Regulations, 2005 (Act No. 27636 of 2005).

Draft Anti-Fraud and Corruption Policy

1. INTRODUCTION:

Westonaria Local Municipality takes its duty to ensure stewardship of public money very seriously. Council is therefore committed to the prevention, detection and investigation of all forms of fraud and corruption whether these are attempted from within or external to the organisation. Council is also committed to creating an environment that is based on the prevention of fraud and corruption which is achieved by promoting openness and honesty in all council activities

1.1. Fraudulent and corrupt practices undermine the basic values and principles governing public administration as set out in chapter 10 of the Constitution.

1.2. Criminal and other irregular conduct is detrimental to good, effective, accountable and transparent governance and can hamper the service delivery capacity of the Municipality.

1.3. Procedures are provided in terms of which employees and councilors may without fear of reprisals, disclose information relating to suspected or alleged criminal or other irregular conduct.

1.4. This policy also provides guidelines for all employees and councilors of the Municipality, including external stakeholders, to prevent and combat fraud and/or corruption and other acts of theft and maladministration.

2. SCOPE

2.1 This Policy applies to all Municipal employees and prohibits all acts of fraud and corruption or any other dishonest activities of a similar nature impacting or having a potential prejudice to the Municipality or members of the public.

2.2 This policy shall be applied with due observance of the Municipality's policy with regard to delegated powers. Such delegations refer to delegations between the Municipal Manager and other responsible officials; the Council and the Executive Mayor as well as between the Council and the Municipal Manager.

3. OBJECTIVES

This policy:

3.1. Sets out the stance of the Municipality with regard to fraud and corruptions, as well as reinforcing existing legislation aimed at preventing, reacting to, and reducing the impact of fraud, corruption, theft and maladministration, where these dishonest acts exist.

3.2. Aims to develop and foster an environment, where all employees and councilors shall strive for the ultimate eradication of fraud, corruption, theft and maladministration by means of the application of the full spectrum of both pro-active and re-active measures at their disposal.

3.3. Prescribes appropriate prevention and detection controls, including, but not limited to, the disclosure of unlawful

or irregular acts or conduct as prescribed by the Protected Disclosures Act.

3.4. Requires the responsibility to take reasonable steps to ensure that “whistle-blowers”, who disclose such information, are protected from any reprisals as a result of such disclosure.

4. POLICY

4.1. It is the policy of the Municipality that fraud, corruption, theft and maladministration or any other dishonest activities of a similar nature will not be tolerated. In addition, these acts will be investigated and followed up by the application of all remedies available within the full extent of the law.

4.2. Appropriate prevention and detection controls will be applied. These include the existing controls and checking mechanisms as prescribed by existing policies and procedures, and systems of internal control

4.3. It is the responsibility of all employees and councilors of the Municipality to report incidents of fraud, corruption, theft, maladministration or any other dishonest activity. If an employee is not comfortable reporting such matters to his/her immediate supervisor or manager, he/she should report the matter to the next level of management, with final recourse being to the Municipal Manager. Appropriate lines of authority should be utilized in line with the Municipality's policy on delegated authority.

4.4. Executive Managers are responsible for the detection, prevention and investigation of fraud, corruption, theft, maladministration, or other dishonest activities within their directorates. All managers (and other employees who hold positions of authority) shall also bear responsibility for reporting such acts, as stipulated.

4.5. The Municipality shall report all instances of prima facie criminal conduct to the appropriate authorities. Due cognizance shall be observed with regard to section 34(1)(b) of the Corrupt Activities Act, which imposes an obligation to report all acts of corruption, fraud, theft, extortion, forgery, or uttering a forged document. Such acts of dishonesty must be reported to the SAPS, failing which management who are aware of the matter, will be committing a criminal offence.

4.6. The Municipality shall, however, not only report matters in terms of the above obligation, but shall report all criminal conduct irrespective of the value involved.

4.7. The Municipality shall take appropriate legal recourse to recover losses or damages arising from fraud, corruption, theft or maladministration.

5. FRAUD, CORRUPTION, THEFT AND MALADMINISTRATION

5.1.1 Bribery

Bribery involves the promise, offering or giving of a benefit that improperly affects the actions or decisions of an employee. This benefit may accrue to the employee or councilor, another person or an entity.

5.1.2 Embezzlement

This involves theft of resources by persons entrusted with the authority and control of such resources.

5.1.3. Fraud

This involves actions or behavior by an employee, councilor or other person or entity that provides a benefit that would not normally accrue to the person(s) or entity. Such fraud is frequently committed by person who enjoys positions of trust or authority within the Municipality; and may involve acts such as issuing falsified financial statements or performance reports with the object of misleading council. External fraud occurs when persons outside the organization perpetrate fraud against the Municipality:

- a) Such as the inadequate supply of deliveries at delivery points.
- b) Exploiting loopholes in the Municipality's security system;
- c) False statements or reports regarding work done on construction sites, or
- d) Repair and service contracts where there is inadequate control over these contracts.

5.1.4 Extortion

This involves coercing a person or entity to provide a benefit to an employee, councilor or another person or an entity in exchange for acting (or failing to act) in a particular manner.

5.1.5 Abuse of power

This involves an employee or councilor using his or her vested authority to improperly benefit another employee or councilors, person or entity or using vested authority to improperly discriminate against an employee or councilor, another person or entity.

5.1.6 Conflict of interest

This involves an employee or councilor acting or failing to act on a matter where the employee or councilor has an interest or another person or entity that stands in a relationship with the employee or councilor has an interest.

5.1.7 Abuse of privileged information

This involves the use of privileged information and knowledge that an employee or councilor possesses as a result of his or her office to provide unfair advantage to another person or entity to obtain a benefit, or to accrue a benefit to him or herself. This may also involve the misuse of confidential information of the Municipality by people in positions of trust, , for example through the misuse of computer access controls.

5.1.8 Forgery

It is the unlawful falsification of a document or written instrument with the intend to defraud, which is calculated to cause prejudice to another.

5.2 ACTIONS CONSTITUTING FRAUD, CORRUPTION AND THEFT

Actions constituting fraud and corruption include, but not limited to:

5.2.1. Financial Systems and Control

- a) Issuing or theft of blank cheques
- b) Creation and payment of ghost employees on the payroll system
- c) Fraudulent travel and subsistence claims
- d) Fraudulent calculation of salary increases due
- e) Payment of fraudulent payment certificates
- f) Duplicate payments for invoices
- g) Unlawful payment or receipt of double salary payments
- h) Theft of petty cash
- i) Payment of false/inflated invoices

5.2.2. Procurement

- a) Collusion between SCM officials and suppliers
- b) Fraudulent information submitted by service providers
- c) Collusion between suppliers
- d) Contractor fronting
- e) Creation of fictitious vendors

5.2.3. Human Resources

- a) Fraudulent qualifications submitted with job applications
- b) Abuse or misuse of leave
- c) Fraudulent overtime claims
- d) Making misrepresentations regarding sick leave, overtime or educational qualifications

5.2.4. Miscellaneous

- a) Abuse of fleet cars
- b) Non-disclosure of private work
- c) Non-disclosure of business interest
- d) Irregular destruction, removal or inappropriate use of records, documents, furniture, fixtures, material and equipment
- e) Disclosing confidential or proprietary information to outside parties for financial gain or other reason

- f) Improper disclosure to other persons of security measures or activities engaged in or contemplated by the Westonaria Local Municipality
- g) Forgery or alteration of any document or account including cheque, bank draft, stock records or any other financial document relating to transactions with Westonaria Local Municipality
- h) Using the municipality's funds to purchase items for personal use

6. RESPONSIBILITY TO CONDUCT INVESTIGATIONS

6.1. The responsibility to conduct investigations relating to the actions listed in this policy resides with the Municipal Manager and the Executive Managers within the Municipality who have the advisory and supporting assistance from departments and external state agencies which may include any of the following

- a) Internal and external audit services;
- b) State Attorney;
- c) External investigating agencies, for example the SAPSs, where matters fall within their mandate;
- d) External consultants, for example Forensic Auditors;
- e) Office of the National Director of Public Prosecutions;
- f) Special Investigating Units established under any law;
- g) The Public Protector;
- h) Any other authority as may be deemed fit by the Municipal Manager.

7. REPORTING PROCEDURES AND RESOLUTION OF REPORTED INCIDENTS

7.1 It is the responsibility of every employee of the Municipality to report incidents of fraud, corruption, theft, maladministration and other suspected irregularities of this nature to his/her Manager. If the employee is not comfortable reporting such matters to his/her immediate supervisor or manager, he/she should report the matter to any other member of management, the Municipal Manager and/or the Chairperson of the Audit Committee.

7.2 Should an employee wish to make a report anonymously, such a report may be made to any member of management, the Municipal Manager, the Chairperson of the Audit Committee and/or the Speaker or the Mayor.

7.3 It is the responsibility of any recipient of a complaint to promptly report all incidents of fraud, corruption, theft, maladministration and other suspected irregularities of this nature to the Municipal Manager.

7.4 Where an employee is alleged to have committed an act of fraud, corruption, theft, or maladministration the Municipal Manager must institute disciplinary proceedings in terms of the applicable disciplinary procedure of the Municipality.

7.5 Where a councilor is alleged to have committed an act of corruption or fraud, the Speaker or Council must institute an investigation in terms of section 13 and 14 respectively, of the Code of Conduct for Councilors as contained in the Municipal Systems Act.

7.6 As soon as disciplinary hearings concerning charges of fraud, corruption, theft, maladministration and other suspected irregularities of this nature are completed, the outcome must be reported promptly to the Municipal Manager.

7.7 The Municipal Manager must also report to SAPS all cases of alleged –

(a) Irregular expenditure that constitute a criminal offence; and

(b) Theft fraud, corruption and maladministration including other suspected irregularities of this nature.

7.8 Consistent with section 32 of the MFMA and in terms of this Policy, the Municipal Manager must inform the Executive Mayor, Council, the MEC for Local Government in the Gauteng Province and the Auditor-General, in writing of:-

(a) any unauthorized, irregular, fruitless and wasteful expenditure incurred by the Municipality; and in terms of this policy, shall also include serious incidents of fraud, corruption, theft, maladministration and other suspected irregularities of this nature ;

(b) whether any person is responsible or under investigation for such unauthorized, irregular, wasteful or fraudulent expenditure; and

(c) the steps that have been taken to:-

(i) recover or rectify such expenditure; and

(ii) to prevent a recurrence of such expenditure.

7.9 The writing off of any unauthorized, irregular, fruitless and wasteful expenditure or any other expenditure incurred as a result of fraud, corruption, theft, maladministration and any other suspected irregularity as irrecoverable, does not prevent criminal or disciplinary proceedings being instituted against a person charged with an offence relating to such expenditure.

7.10 The Municipality may, in terms of this policy and section 176 (2) of the MFMA, recover such losses or damages incurred by the Municipality.

7.11 In pursuance of section 7.9 of this policy, the Municipal Manager may utilize the amendments to the Pension Funds Act, which allows an employer, on registration of a criminal docket with the SAPS, to request the pension fund to freeze the employee's or the councilor's benefit payments who has been allegedly involved in financial misconduct, pending finalization of the criminal prosecution. Thereafter, if the employee or councilor is convicted, any losses caused by the employee or councilor shall be deducted from the benefits due to the employee or councilor concerned or shall be recovered from the

assets owned by the person concerned.

7.12 Council, must take all reasonable steps to ensure that cases that are referred to in section 8.6 are reported to the SAPS if –

- (a) the charge is against the Municipal Manager
- (b) the Municipal Manager fails to comply with that section.

7.13 Consistent with section 171(4) of the MFMA, the Municipality shall institute an investigation regarding allegations of financial misconduct against the Municipal Manager, the CFO, any senior manager or other official of the Municipality, unless those allegations are frivolous, vexatious, speculative or obviously unfounded; and

7.14 If the investigation warrants such a step, Council shall institute disciplinary proceedings against the Municipal Manager, the CFO or any other senior manager in accordance with the Disciplinary Code and Procedures for Senior Managers (Notice 1568 of 2009).

7.15. The Municipality shall also investigate allegations of financial misconduct involving any councilor; such allegations shall be dealt with in terms of the breaches of the Code of Conduct for Councilors as stipulated in schedule 1 of the Systems Act and the Municipality's Rules of Conduct for Councilors.

7.16. The failure of a recipient of a complaint to take prompt and reasonable steps to ensure that allegations of fraud, corruption and/or any other similar irregular or dishonest activity are appropriately dealt with, may result in disciplinary measures being instituted against such a recipient.

8. PROTECTED DISCLOSURE

8.1. PROTECTION OF WHISTLE BLOWERS

8.1.1 The Protected Disclosures Act makes provision for the protection of employees or councilors who make disclosures in terms of the provisions of this Act.

8.1.2 Any disclosure made in good faith and in accordance with the procedures outlined in clause 8 of this policy, is considered a protected disclosure. An employee or councilor making such a disclosure is protected from being subjected to an occupational detriment.

8.1.3 An employee who suspects or reports suspected dishonest activity which he/she has witnessed should be afforded the opportunity to remain anonymous should he/she so require.

8.1.4 Allegations made by employees who are false and made with malicious intentions are discouraged. Where such malicious or false allegations are discovered, the person who made the allegations must be subjected to firm disciplinary action. Such disclosures are not protected by the Protected Disclosures Act.

8.1.5 The Municipality recognizes that employees or councilors will be concerned about potential victimization,

recrimination and even threats to their personal safety as a consequence of disclosing such fraudulent and/or corrupt activities. The Municipality shall provide measures to protect the information and the identity of the person (when such protection is required).

8.2 HARRASSMENT

8.2.1 The Municipality acknowledges the fact that the decision to report a concern can be a difficult one to make, not least because of the fear of reprisal from those responsible for any fraudulent or corrupt conduct or irregularity.

8.2.2 The Municipality shall not tolerate harassment or victimization and shall take action to protect employees or councilors when they report an irregularity in good faith.

8.2.3 Any act of harassment or victimization should be reported, in line with the reporting protocol of the Municipality. This does not mean that if an employee is already the subject of a disciplinary process, that action will be halted as a result of making a 'protected disclosure' in terms of the Protected Disclosure Act.

8.3 CONFIDENTIALITY

8.3.1 Information relating to fraudulent, corrupt or dishonest acts that is received and reported to any supervisor, manager or an executive director and/ or the municipal manager shall be treated with the utmost confidentiality

8.3.2. The progression of the investigation will be handled in a confidential manner and will not be disclosed or discussed with any other person(s) other than those who have a legitimate right to such information. This is important in order to avoid harming the reputations of the suspected person(s) who may be subsequently found innocent of any wrongful conduct.

8.4 ANONYMOUS ALLEGATIONS

8.4.1 The Municipality encourages employees or councilors to put their names to allegations of acts of corruption and/or fraud. Nevertheless they will be followed up at the discretion of the Municipality. This discretion will be applied by taking into account the following:

- (a) the seriousness of the issue raised;
- (b) the credibility of the concern; and
- (c) the likelihood of confirming such an allegation

8.5 FALSE ALLEGATIONS

8.5.1 Employees or councilors must understand the implications (resources and costs) of undertaking investigations and should therefore guard against making allegations, which are false and made with malicious intent.

8.5.2 If in the course of the investigation it should be found that the allegations were made with malicious intent, such allegations shall be treated in a very serious light. The employee concerned will be subjected to a disciplinary enquiry. Should a councilor be involved, the Code of Conduct for Councilors shall be applied.

8.6 DEALING WITH THE MEDIA

No person is authorized to supply any information with regard to allegations or incidents of fraud and corruption to the media without the express permission of the Municipal Manager.

9. APPLICATION OF PREVENTION CONTROLS AND DETECTION MECHANISMS

9.1 In all instances where incidents of fraud, corruption, theft, maladministration and other similar irregularities of this nature take place, executive managers are required to immediately review the controls which have been breached in order to prevent similar irregularities from taking place in future. The head of Internal Audit should be consulted when necessary for assistance in this regard.

10. CONFLICT OF INTEREST

10.1 Employees and councilors are compelled to declare their business and interests in terms of the disclosure of business interests. For the sake of clarity in respect of the anti-fraud obligations, this requirement goes further in that all employees and councilors are required to declare their business interests whether such business interests are registered or not. The declaration is required regardless of the status of such an entity: whether active or dormant.

10.2 Notwithstanding what appears in Schedule 1 of item 6(2)(a)(i) and Schedule 2 item 4(2)(a)(i) of the Systems Act, any person who is "in the service of the state" as defined in the MFMA Supply Chain Management Regulations is prohibited from 1 July 2005, under regulation 44 of the said regulations, from conducting business with or being awarded contracts by the Municipality or any other organ of state.

10.3 Furthermore, it should be noted that the disclosure of business interests as originally contemplated in items 6(2)(a)(i) of Schedule 1 and

4(2)(a)(i) of Schedule 2 of the Systems Act, shall no longer enable councilors and/or officials to conduct business with the Municipality or any other organ of state. Section 44 of the SCM Regulations (Act No. 27636 of 2005) prohibits the awards of contracts to any person(s) who is in the service of the state.

10.4 Employees and councilors must comply with section 45 and other applicable sections of the SCM Regulations. Such regulations stipulate requirements for disclosure with regard to awards in excess of R2000.00 to close family members such as a spouse, child or parent of a person who is in the service of the state or has been in the service of the state for the past twelve months.

10.5 Furthermore, the Supply Chain Management Policy provides directives for appropriate ethical behavior with regard to gifts, awards, and/or special favors made to councilors and/or officials of the Municipality. Such directives shall be read in conjunction with the code of conduct for councilors and employees as contained in schedule 1 and 2 of the Systems Act. Should any conflict of interest arise, except with regard to section 10.3 of this policy, such interest(s) shall be declared in writing to the Municipal Manager and to the Executive Mayor and council in case of the Municipal Manager and Councilors.

11. TRAINING, EDUCATION AND AWARENESS

11.1 It is the responsibility of the Municipal Manager to ensure that all employees and councilors receive appropriate training and education with regard to this policy.

12. ADOPTION AND IMPLEMENTATION

12.1 This policy shall take effect on the date of Council resolution. It shall be reviewed as and when required.

Draft Anti-Fraud and Corruption Policy

ANNEXURE 12

WATER SAFETY PLAN



WESTONARIA
LOCAL MUNICIPALITY
PLAASLIKE MUNISIPALITEIT
UMASIPALA

WATER SAFETY PLAN

Revision 0



November 2011

WESTONARIA LOCAL MUNICIPALITY: WATER SAFETY PLAN: REVISION 0

TABLE OF REVISION

Rev No.	Date	Nature of Revision
0	November 2011	Document

WESTONARIA LOCAL MUNICIPALITY: WATER SAFETY PLAN: REVISION)

TABLE OF REVISIONS

0	Original Draft Document	November 2011

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ANNEXURES

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EXECUTIVE SUMMARY

Westonaria Local Municipality (WLM) is the authorised Water Services Authority (WSA) of the Westonaria Local Municipality and the Water Service Provider is Rand Water. WLM is therefore obliged to adhere to all relevant legislation in its role as the authorised WSA.

In line with World Health Organisation (WHO) regulations as well as Department of Water Affairs (DWA) regulations and criteria for Blue Drop status, there is a need for a Water Safety Plan (WSP) that covers the STLM. WSPs have been adopted to ensure the safety of drinking water supply through the use of a comprehensive risk assessment that encompasses all steps in a water supply system from catchment to consumer.

An on-site risk assessment was conducted of the reticulation network of WLM and the water safety plan procedures were followed to identify high risks and implement a plan of action to reduce these risks. A summary of the high risks identified and management recommendations are presented in the table below:

Table 1: Summary of Findings of Risk Assessment for WLM

Existing Risks		Recommendations	Responsibility and Actions	Timeframe for Implementation of Mitigation Measures
General				
1.				
2.				
3.				

APPROVAL OF WATER SAFETY PLAN FOR WESTONARIA LOCAL MUNICIPALITY

I have reviewed and approved the risks and recommendations outlined in the document entitled: WATER SAFETY PLAN for Westonaria Local Municipality, with changes, additions, deletions or corrections as specified in the attached document. This Water Safety plan encompasses the reservoirs and distribution network within the municipality.

I understand that I am responsible for the implementation of corrective actions to mitigate the risks listed in the document as well as secure funding for implementation of these actions.

I understand that the Department of Water Affairs (Water Services Regulation Unit) is in a position to undertake regular assessments of the drinking water system to ensure that the objectives of this Water Safety Plan have been met.

I understand that this document is valid for one year from date of acceptance and must be reviewed on an annual basis.

.....

Signature

Title: Catchment Representative (DWA)

.....

Date

.....

Signature

Title: Water Services Institution Representative

Executive Manager: Technical and Facilities (WLM)

.....

Date

.....

Signature

Title: Management Rand Water

.....

Date

WESTONARIA LOCAL MUNICIPALITY: WATER SAFETY PLAN: REVISION 0

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CSV Project : 0967

Date : November 2011

SECTION A: BACKGROUND AND PLANNING

1. INTRODUCTION TO WSPS

“The most effective means of consistently ensuring the safety of a drinking-water supply is through the use of a comprehensive risk assessment and risk management approach that encompasses all steps in water supply from catchment to consumer. Such approaches are termed *water safety plans* (WSPs).”¹

The WSPs provides water services authorities with an integrated water quality management plan which is holistic in nature, logically structured, inclusive of all activities required to secure a sustained supply of safe water and clearly demarcated responsibilities.²

WSP's includes three key components as proposed by the World Health Organisation (2005):

- System assessment – determines whether the drinking water supply chain (up to the point of consumption) as a whole can deliver water of a quality that meets health-based targets.
- Identifying control measures in a drinking water system that will collectively control identified risks and ensure that health based targets are met. For each control measure identified, an appropriate means of operational monitoring should be defined that will ensure that any deviation from the required performance is rapidly detected in a timely manner.
- Management plans describing actions taken during normal operation or incident conditions and documenting the system assessment (including upgrade and improvement), monitoring and communication plans and supporting programmes.

2. SCOPE OF WORK

The scope of work for compiling a WSP for WLM is based on the Water Safety Plan Manual of the World Health Organisation (WHO) as outlined in Figure 1 below. This procedure needs to be audited, reviewed, adjusted and

¹ Water Safety Plan Manual: step-by-step risk management for drinking-water suppliers. World Health Organisation, Geneva, 2009
² Viljoen F.C. 2006

improved on a regular basis: preferably on an annual basis so as to ensure that all new risk is included in the WSSP.

The detailed scope of work for compilation of this WSP for WLM is outlined below in [Table 2](#).

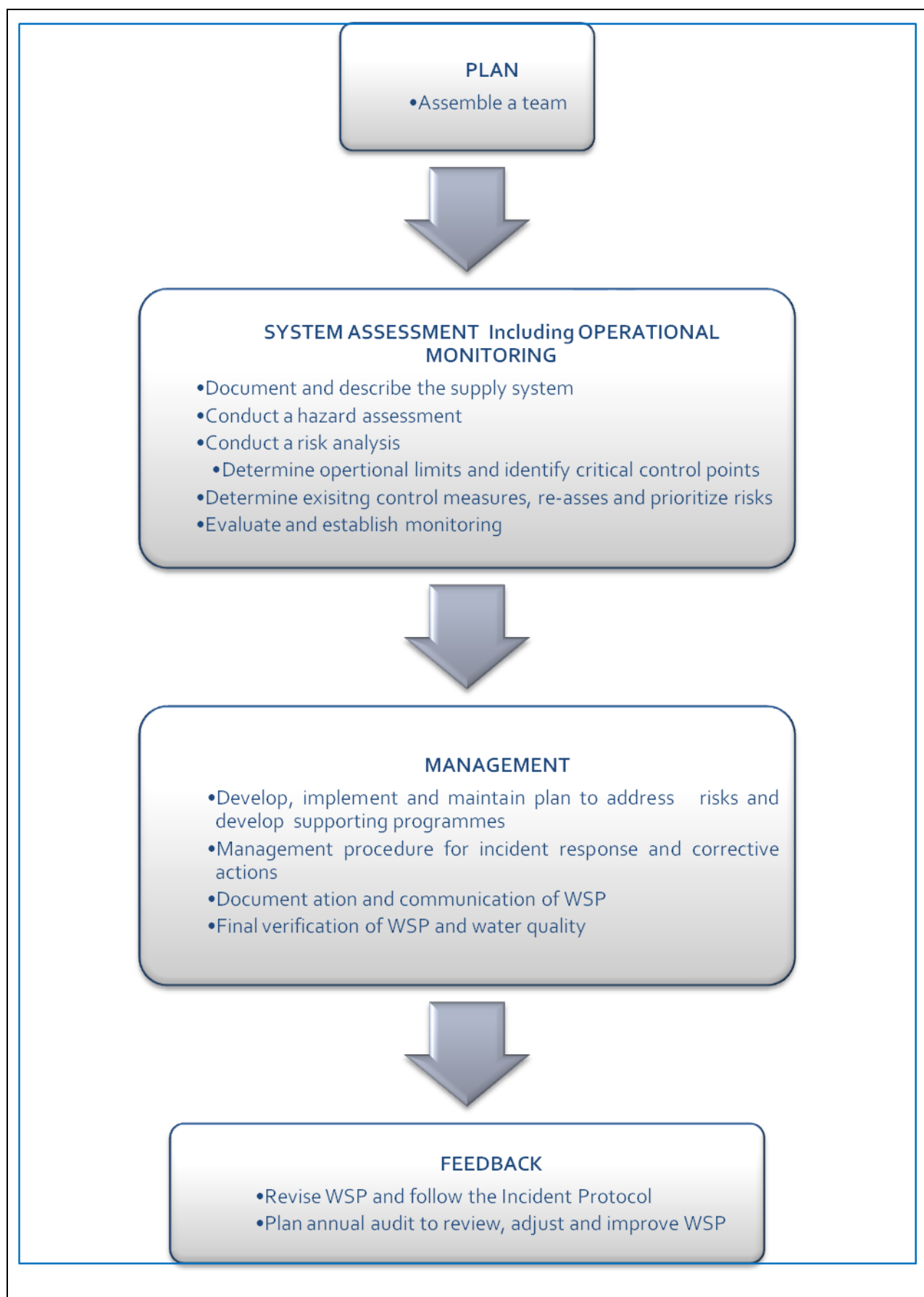


Figure 1: Procedure to Develop and Implement a WSP as per WHO Guidelines

Table 2: Detailed Scope of Work for Development of WSP for WLM

Description			Action	Responsibility
Plan	1	Appoint external Service provider	CSVwater was appointed to lead the initial project to assist with compilation of this document.	
	2	Form WSSP Team	Conduct a multi- stakeholder meeting where all individuals involved in the supply of water from catchment to consumer are included to form part of the WSP. The WSP team is listed in Table 3 .	CSVwater and WLM
System Assessment including Operational Monitoring	3	Document and describe the system	A description of the distribution network was compiled based on relevant information	CSVwater with assistance from WSP Team
	4	Hazard assessment and risk analysis	A field assessment of a number of typical reservoirs and booster pump stations was conducted by the WSP Team on 12 th September 2011. Based on the field assessment, a risk assessment was conducted using a risk matrix based on consequence of likelihood and occurrence for each identified hazard. The risk assessment of the catchment and treatment plant forms part of the Water Safety Plan of Rand Water who is the Water Services Provider.	WSP Team with assistance from CSVwater, who provided guidance, facilitated process and documented results.
	5	Determine control measures, re-assess and prioritize risks	Current control measures that addressed high risk events were identified and evaluated by WSP Team. The risks were re-assessed and recommendations for additional control measures were proposed to reduce high risks.	WSP Team with assistance from CSVwater, who provided guidance, facilitated process and documented results.
	6	Define operating limits and identify critical control points	Operating limits for each unit process were defined. Critical control points in the process were identified.	CSVwater with input from WSP Team
	7	Evaluate and establish monitoring	All operational and compliance monitoring procedures were evaluated and assessed to ensure adequate monitoring of critical control points.	CSVwater with input for WSP Team
Management	8	Develop, implement and maintain plan to address risks and develop supporting programmes	Senior management committed itself to the implementation of these additional proposed control measures with regards to identification of personnel that will lead the process as well as financial commitment that will be included in the next financial year.	WSP Team under guidance of Lourens Erasmus
	9	Management procedures for incident response and corrective actions	Management procedures were developed for normal and incidental conditions relating to drinking water quality failures. These procedures will be communicated to staff by WSP Team	CSVwater provided guidance to WSP to develop procedures
	10	Documentation and communication of WSSP	WSP Team will engage all relevant stakeholders including DWA to communicate findings of the WSSP. The outcome of action 8 will be communicated to the relevant personnel by detailed procedures outlined by WSSP Team.	CSVwater presented the final draft. Communication is the responsibility of WSP Team.
	11	Final Verification of WSSP and water quality	On-going verification will be undertaken of the WSP on an annual basis. Verification of final water quality will be discussed with the laboratory.	WSP Team
Feed-back	12	Review of WSSP	Conduct an annual review of the WSP to identify potential new risks. Review implementation of incident protocol	WSP Team

Description			Action	Responsibility
			and progress for implementation of plans to address identified risks	

3. WSP TEAM

Table 3: WSP Team

Name	Position	Organisation	Telephone Number
Ayesha Carrim	Consultant	CSVwater	012 6676260
Patrick Makhado	Regulations	DWA	012 3921456
MolebogengBaloyi	Regulations	DWA	82 52193
A Van der Wetering K. Nkabinde	Observer	Waterlab	012 349 1066
AtangModise	Secretary	Westonaria Local Municipality	011 2783238
K.L. Lubout F. Hendry	Water services provider	Rand Water	011 6820746
L. Erasmus	Manager	Westonaria Local Municipality	083 3737870
J. Bastos	Maintenance personnel	WATC	083 6642460
D. Burger	Plumber	Westonaria Local Municipality	0717160268

SECTION B: SYSTEM ASSESSMENT

1. PROCEDURE FOR RISK ASSESSMENT

The procedure that was followed for undertaking the risk assessment of the distribution network of WLM is outlined below in [Figure 2](#). There are three sections to the risk assessment namely: system assessment , operational monitoring and management procedures.

System Assessment

This focuses on the identifying hazards and giving a risk rating to each hazard identified according to the risk assessment matrix presented in [Table 4](#) below. Critical control points are identified for each risk and the operating limit for these points is determined. All existing control measures that are in place are identified and the efficiency of these control measures is validated with evidence obtained through operational monitoring of control points. The risks are then re-assessed based on the efficiency of the control point. Additional recommendations are made to reduce risk.

Members of the WSP Team conducted a site inspection to identify risks at three reservoirs namely, Waterpan, Glenharvie and Rand Water reservoir as well as the Waterpanpumpstations on 12th September 2011. Thereafter, a group discussion was undertake by the team to provide a risk rating for each identified risk as well as identify existing control measures, validate efficiency of control measures, identify Critical Control points and operational limits, and to propose additional measures to reduce risks.

Operational Monitoring

This relates to a review of all operational and compliance monitoring programmes to ensure that all critical control points are monitored.

Management Procedures

The management procedures includes actions to reduce identified risks, actions for incident response, communication of plan and verification of data.

This consultative process was followed to ensure a balanced view of all identified in the distribution network as there was input from a multi-disciplinary team including representatives from Rand Water and Department of Water Affairs.. CSV provided guidelines to the rest of the team on conducting the risk assessment and was responsible for documentation of this process.

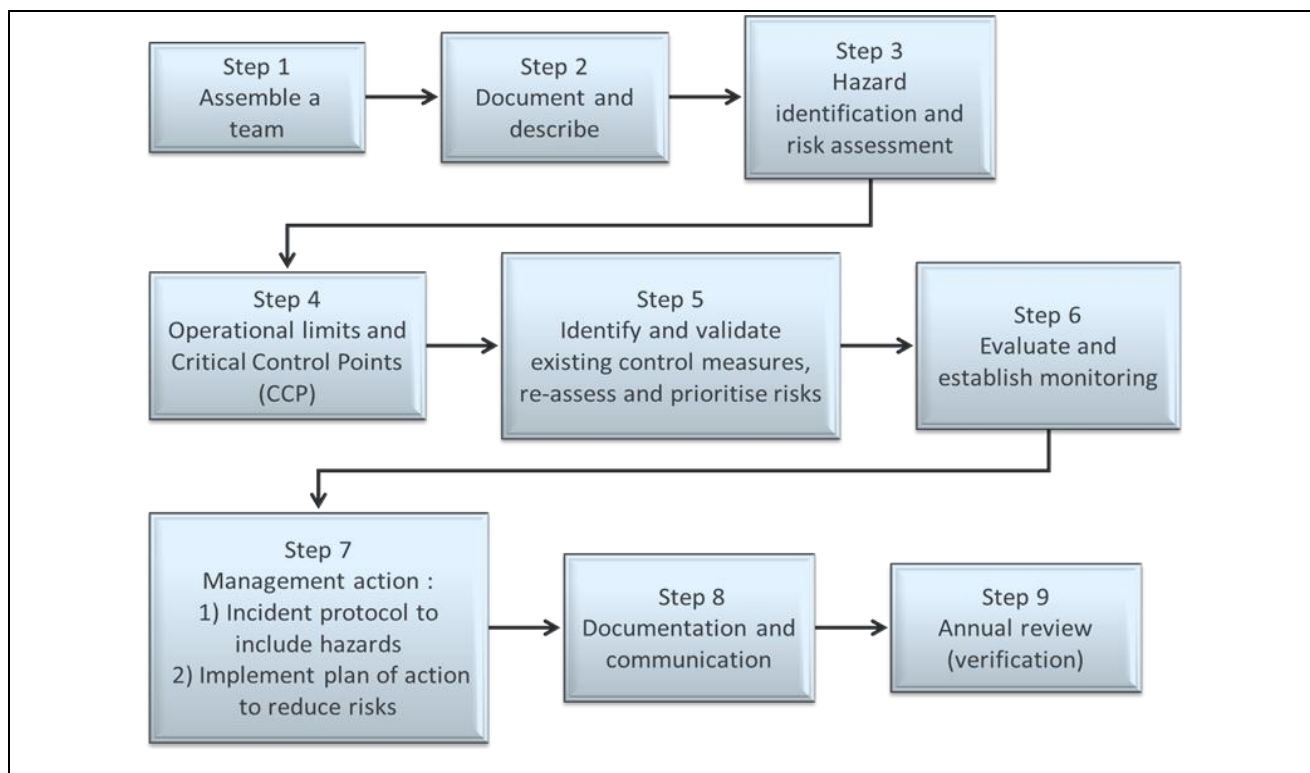


Figure 2: Procedure for Risk Assessment of Wastewater Treatment Plants

2. RISK ASSESSMENT GUIDELINES

The first part of a risk assessment involves identification of risk and subsequent rating of the risks based on the likelihood and the consequence of each risk. The risk rating used in this project is given below in [Table 4](#).

Table 4: Hazard Assessment Matrix

LIKELIHOOD	RATING	CONSEQUENCE	RATING
Almost certain (once a day or permanent feature)	5	Catastrophic (Death expected from exposure)	16
Likely (once per week)	4	Major (Population exposed to significant illness)	8
Moderately likely (once per month)	3	Moderate (moderate impact to large population)	4
Unlikely (once per year)	2	Minor (minor impact to large population)	2
Rare (1 in 5 years)	1	Insignificant (No impact)	1

Likelihood is determined by “how often” or “how likely” a hazard or a hazardous event occurs. It should take into account hazards that have occurred in the past and their likelihood of re-occurrence and should also predict the likelihood of hazards and events that have not occurred to date.

Consequence looks at the severity of the results of the hazard/hazardous event and the seriousness or intensity of the impact of the hazard. When dealing with impact we are concerned with human health only.

RISK RATING = LIKELIHOOD X CONSEQUENCE

Multiplying the derived likelihood ratings with derived consequence ratings from the above table is a simple way of producing a risk rating, e.g. a likelihood rating of 2 multiplied by a consequence rating of 4 would give a risk rating of $2 \times 4 = 8$, which would be ranked higher than an event with a likelihood of 1 and a consequence of 5 and a risk rating of $1 \times 5 = 5$.

The combined risk rating score of each hazard gives an indication of the severity of the risk identified. Tables 5 and 6 outlines the guidelines used to categorise all identified risks.

A higher risk rating score implies that a bigger risk of a hazardous event occurring exists and should therefore be prioritised. A low risk rating indicated that no immediate action is required although the risk should be reviewed.

Table 5: Risk Rating Scores based on Likelihood and Consequence of Occurrence

Risk Rating Scores		Consequence of Occurrence				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood of Occurrence	Almost certain	5	10	20	40	80
	Likely	4	8	16	32	64
	Moderately likely	3	6	12	24	48
	Unlikely	2	4	8	16	32
	Rare	1	2	4	8	16

Table 6: Key to Risk Rating Scores

Risk Rating	Range	Management actions required
LOW	0 – 9	These are systems that operate with minor deficiency and usually meet the effluent quality specifications set by the Department of Water Affairs. It is unlikely that this level of risk is harmful to the health of people and the environment. Aesthetically and/or physical non-compliance can be expected for short periods.
MEDIUM	10 – 19	These are systems with deficiencies which individually or combined pose a high risk to the quality of the receiving environment and health. These systems would not generally require immediate action but the deficiencies should be rectified to avoid future problems and associated cost to rectify once in HIGH risk. Aesthetically and/or physically non-compliance can be expected over a medium term. Medium term impact on infrastructure and partial failure of the wastewater treatment plant and disinfection process is likely.
HIGH	> 20	These are systems with deficiencies which individually or combined pose a high risk to the quality of the receiving environment and health, and may lead to potential health, safety and environmental concerns. Once a system (or part of a system) is classified under this category, immediate corrective action is required to arrest or eliminate the deficiency. High impact on the health of people and the environment and/or significant damage to infrastructure can be expected. Total failure of the collector, treatment and disinfection facility are likely.

3. DESCRIPTION AND EVALUATION OF DISTRIBUTION NETWORK

Rand Water is the Water Services Provider for Westonaria and delivers water to WLM. There are 8 gradient fit reservoirs within the municipality namely:

- Westonaria Reservoir A, B and C(22 + 18 +18 Ml capacity).
- Glenharvie Reservoir A and B: fed by pumpstations.
- Protea Park Reservoir.
- Waterpan Reservoir (12 ML) fed by Waterpanpumpstations.
- Hillshaven Reservoir: supplied by booster pumpstations in Hillshaven.

Zuurbekom is the only area which has a direct feed from Rand Water.

Please provide details of the location and capacity of each Reservoir and the pumpstations.

The three reservoirs that were visited during the one-site assessment were Glenharvie, Westonaria and Waterpan as well as Waterpanpumpstations.

The evaluation of each of these reservoirs is given in Table 7 below.

Table 7: Evaluation of Typical Reservoirs in Westonaria Local Municipality

	Waterpan		Westonaria A,B and C		Glenharvie A and B	
Are the vents covered?	N	One vent is broken	N	One vent is broken	Y	
Are inspection covers in place and secured?	N	No lock on cover	Y	Covers in place	N	Cover stolen from one reservoir
Are the inspection covers or concrete around cover damaged or corroded?	N		N		N	
Is there any observable part of the inside of the tank corroded or damaged (including: ladders, roof struts, walls)?	N		N		N	
Is there evidence of leakage/cracks on the walls?	N		N		N	
Can run-off form stagnant pools close to the reservoir?	N		N		N	
Can stagnant or dirty water collect in valve boxes or washout chambers?	N		N			
Is the reservoir fenced and secure?	Y	Fenced and locked	Y	Fenced and locked	Y	Fenced and locked
Is there evidence of human/animal faecal material around the valve box/chamber, reservoir vents and/or inspection covers?	N		N		N	
Is the reservoir cleaned? If so, how often?	Y	Once a year	Y	Once a year	Y	Once a year
Are there any valve leaks?	N		N		N	

4. EVALUATE AND ESTABLISH MONITORING

The aim of this exercise is to evaluate the current operational and compliance monitoring programme to ensure compliance with relevant legislation. It is also required that all critical control points identified during the risk assessment is included in the operational monitoring programme.

Operational Monitoring

Operational Monitoring is must be carried out on a daily basis to ensure the delivery of safe drinking water to the community. Operational monitoring at WLM is carried out by an employee of the municipality who is responsible for inspection of 22 points in the distribution network on a daily basis. The location of these samples points is given in **Annexure A** at the end of this document.

His responsibilities are as follows:

- Check water level of all reservoirs
- Check condition of reservoir (structure/cracks)
- Check if lids are in place and locked
- Check and remove poisonous plants growing within fence of reservoirs
- Monitor all pumps and pressure-reducing valves

No analysis of water quality is undertaken in the distribution network in response to routine or incident events.

Compliance Monitoring

Once a month a sample is collected from each of the 22 sample points and sent to West Bio-Chemical services (Pty) Ltd for analysis of seven determinants namely: pH, Conductivity, Free Chlorine, Turbidity, E. Coli, Heterotrophic Plate Count and Total Coliforms

Credibility of Laboratory

West Bio-chemical is a SANAS accredited laboratory

Review of Monitoring Programme

The current monitoring programme is not sufficient in terms of compliance to SANS 241.

4.1.1 Number of Sample Points and Distribution

In terms of the number of sample points analysed, this is fully compliant with SANS 241-1 which stipulates that there should be 1 sample point per 10 000 head of population if the population served is between 100 000 – 500 000 which applies to WLM that has a population of XXXXX.

The sample points cover more than 80% of the water supply area as indicated in the map below (Download and copy Google map from BDS).

4.1.2 Operational Monitoring

According to SANS 241-1, all points in the distribution network must be sampled at least at least twice a month for pH, Turbidity, Chlorine residual, E.coli, and HPC.

It is recommended that chlorine residual and turbidity be monitored on a daily basis to ensure effective the delivery of safe drinking water to the community.

As per 4.2.4 (b) of SANS 241-1 It is also recommended that samples are analysed for the determinants outlined above in the event of incidents such as the failure of the system which may affect the quality of the water. This applies to pipe failures which may allow contamination of the water supply and it is recommended that the samples are analysed after pipe failures.

4.1.3 Compliance Monitoring

A full SANS 241 analysis was conducted on all reservoirs on XXXXX.

The results of this analysis show that there are no problem determinants in the distribution network at present. The risk assessment did not highlight any other problem determinants or possible agents of contamination in the system.

The amended monitoring programme is presented below.

Monitoring Programme	Determinants	Frequency	Sample Points
Operational monitoring: to be performed on site by sample collector	pH, Turbidity, Chlorine residual	daily	All 22 sample points
Operational monitoring: sample to be sent to lab	E.Coli and HPC	daily	All 22 sample points or alternatively at the 8 reservoirs
Compliance monitoring: Sample sent to lab	pH, Turbidity, Chlorine residual, E.Coli and HPC	Monthly	All 22 sample points
	Full SANS 241 analysis	Every month Once per annum	All 8 reservoirs All 22 sample points
Incident monitoring	pH, Turbidity, Chlorine residual, E.Coli and HPC	At time of incident	Place of incident, downstream and upstream in reticulation

5. RISK ASSESSMENT

The following steps are undertaken to complete the risk assessment process:

- (A) Conduct a hazard identification and risk assessment
- (B) Identify critical control points and define operational limits
- (C) Identify existing control measures
- (D) Validate effectiveness of existing control measures, re-assess and prioritise remaining risks.
- (E) Propose additional measures

An on-site risk assessment was conducted of three reservoirs and one pumpstations by the WSP Team followed by discussion to determine the risk rating and identify control measures for all risks. The results of the risk assessment are given below in Table 8 below.

Table 8: Risk Assessment of Distribution Network of Westonaria Local Municipality

Hazard Identified		Risk Weight		Risk Rating	L: Low M: Medium H: High	Control Measures in Place	Validate Control Measures (Obtain evidence on the effectiveness of the control measure)	Control Measure Effective Y / N	Final Risk Rating	Additional Measures Required
		L	C							
Waterpan Reservoir : Critical control point is at reservoir(monitoring point) and operational limit is SANS 241 limit for Class I water										
1.	Possible risk of contamination due to reservoir lid not being locked	1	8	8	L	Remote area, far from population and therefore reduced risk. Daily checks by plumber to ensure lids are in place	No DWQ failures relating to this risk in the past (5 years)	Y	L	Make provision for lock on reservoir lid.
2.	Possible risk of contamination due to lack of air vent	5	2	10	M	Short term solution: rock to cover vent	No DWQ failures in the past five years	N	M	Replace air vents on all reservoirs
3.	Possible risk of contamination due to overhanging trees.	1	8	8	L	Reservoir lid in place	No DWQ failures in the past five years	Y	L	Regularly cut trees
4.	Possible risk of contamination due to Vandalism and theft of equipment and infrastructure including cables	3	4	12	M	All reservoirs are fenced and have locked gates	Have had incidents of theft on regular basis	N	M	Security guard on site at all times. Installation of alarm system.
5.	Problems with power supply from Eskom	4	4	16	M	No control measure in place	-	N	M	Possible purchase of portable generators
6	Possible risk to DWQ due to lack of cleaning of reservoirs	1	4	4	L	Reservoirs cleaned once every two years or in response to DWQ failures.		Y	L	Maintain current schedule for cleaning of reservoirs
WaterpanPumpstations: Critical control point is at pumpstations(monitoring point) and operational limit is SANS 241 limit for Class I water										
1	Possible risk of flooding of pumpstations due to insufficient capacity of submersible pump	1	4	4	L	Submersible pump in place. Weekly inspection of pumpstations by fitters to check pipeline	No incident of pipe failure in past five years	Y	L	Direct feed from Rand water Pipe line under pressure to reservoir, this will make the pumpstations redundant.
2	Interruption in supply due to vandalism and theft of equipment and infrastructure	3	4	12	M	All reservoirs are fenced and have locked gates	Have had incidents of theft on regular basis, especially of cables	N	M	Security guard on site at all times. Installation of alarm system.
3	Problems with power supply from Eskom	4	4	16	M	No control measure in place	-		M	Direct feed from Rand water Pipe line under pressure to reservoir.
Westonaria Reservoir: Critical control point is at reservoir(monitoring point) and operational limit is SANS 241 limit for Class I water										
1	Inaccessible position of sampling	5	2	10	M	No control measure in place	NO incidents in past five		L	Install tap for collecting

Hazard Identified		Risk Weight		Risk Rating	L: Low M: Medium H: High	Control Measures in Place	Validate Control Measures (Obtain evidence on the effectiveness of the control measure)	Control Measure Effective Y / N	Final Risk Rating	Additional Measures Required
		L	C							
	point on top of reservoir with possible danger to person collecting samples						years			<i>monitoring sample at more accessible point</i>
2	Possible risk of contamination due to lack of air vent	5	2	10	M	Short term solution: rock to cover vent	No DWQ failures in the past five years	N	M	<i>Replace air vents</i>
3	Threat of overflowing or no water supply due to faulty PR Valves.	2	8	16	M	Appointed service provider when there were overflows		N	M	<i>Appoint service provider on long term basis to perform regular annual inspection of PRV's. Install strainer before PRV's to collect any objects which may affect PRV's</i>
<i>Glenharvie Reservoir: Critical control point is at reservoir(monitored point) and operational limit is SANS 241 limit for Class I water</i>										
1	Possible risk to DWQ due to theft of trap door	1	4	4	L	Fenced and locked gate	Not effective: theft of trap door on reservoir evident during site visit	N	L	<i>Replace trap door and install flat bar to prevent removal of trap door.</i>
<i>Reticulation</i>										
1	Inadequate monitoring: Lack of sufficient operational and compliance monitoring, annual SANS 241 on reservoirs and in reticulation	5	8	40	H	Monthly monitoring of 22 points for five operational determinants	Not compliant with legislation, no monitoring of chemical determinants, no annual SANS 241	N	H	<i>Implement amended monitoring programme as outlined in Section B, no 4 of this document. Purchase hand-held chlorine and turbidity meter for daily analysis Ensure adequate training of sample collector to use meters</i>
2	Lack of monitoring after routine and incidents repairs in reticulation	5	8	40	H	No monitoring taking place at present	-	N	H	<i>Implement Incident Protocol to deal with pipe failures. Complete incident register Implement monitoring programme as outlined in this document</i>
3	Asbestos Pipes in network leading to increase in pipe bursts and possible DWQ failures	5	4	20	H	Scour line after repairs to flush the pipe clean	NO incidents to date	Y	H	<i>Funds made available for replacement of pipes to minimise water loss.</i>
4	Theft of equipment, valves, hydrant boxes, brass water meters, etc.	5	4	20	H	Prepaid water meters installed to prevent theft of water meters	Theft continues of other equipment	N	H	<i>To investigate possible solutions.</i>

Hazard Identified		Risk Weight		Risk Rating	L: Low M: Medium H: High	Control Measures in Place	Validate Control Measures (Obtain evidence on the effectiveness of the control measure)	Control Measure Effective Y / N	Final Risk Rating	Additional Measures Required
		L	C							
5	Shortage of qualified personnel,	5	8	40	H	Only four plumbers at present	-	N	H	<i>Require four qualified Plumbers</i>
6	Installation of more valves to prevent water loss during pipe bursts	2	2	4	L	None	-	N	L	<i>Investigate installation of valves, manager to investigate availability of funds to perform this action.</i>

SECTION C: MANAGEMENT

1. DEVELOP, IMPLEMENT AND MAINTAIN PLAN TO ADDRESS RISKS AND DEVELOP SUPPORTING PROGRAMMES

Once the risk operational monitoring has taken place, all actions identified in the previous section have been summarised in Table9 below. The WSP Team has accepted the responsibility of implementation of these actions and will communicate the findings to the relevant personnel including finance department to ensure adequate funding will be available for implementation of the recommended actions.

Table 9: Plan to Action to Address High Risks at STLM

Hazard Identified		Risk Rating	Actions Required/Undertaken by WSP Team to implement recommendations	Responsibility	Timeframe for Implementation of Recommendation(Due date)	Budget Allocation for Recommendation
GENERAL						
1	Inadequate monitoring: Lack of sufficient operational and compliance monitoring, annual SANS 241 on reservoirs and in reticulation	H	<i>Implement amended monitoring programme as outlined in Section B, no 4 of this document.</i> <i>Purchase hand-held chlorine and turbidity meter for daily analysis</i> <i>Ensure adequate training of sample collector to use meters</i>			
2	Lack of monitoring after routine and incidents repairs in reticulation	H	<i>Implement Incident Protocol to deal with pipe failures.</i> <i>Complete incident register</i> <i>Implement monitoring programme as outlined in this document</i>			
3	Asbestos Pipes in network leading to increase in pipe bursts and possible DWQ failures	H	<i>Funds made available for replacement of pipes to minimise water loss.</i>			
4	Theft of equipment, valves, hydrant boxes, brass water meters, etc.	H	<i>To investigate possible solutions.</i>			
5	Shortage of qualified personnel,	H	<i>Require four qualified Plumbers</i>			
6	Installation of more valves to prevent water loss during pipe bursts	L	<i>Investigate installation of valves, manager to investigate availability of funds to perform this action.</i>			
RESERVOIRS						
1	Possible risk of contamination due to reservoir lid not being locked/ stolen	L	<i>Ensure all stolen lids are replaced and existing lids are locked secure.</i> <i>Install flat bar on lid to prevent theft</i>			
2	Possible risk of contamination due to lack of air vent	M	<i>Ensure all air vents are replaced</i>			
3	Possible risk of contamination due to	L	<i>Cut trees that are hanging over reservoirs, especially at Waterpan</i>			

Hazard Identified		Risk Rating	Actions Required/Undertaken by WSP Team to implement recommendations	Responsibility	Timeframe for Implementation of Recommendation(Due date)	Budget Allocation for Recommendation
	overhanging trees.					
4	Possible risk of contamination due to Vandalism and theft of equipment, infrastructure and electrical cables	M	<i>24 hour security guard required at all reservoirs and pumpstations to prevent theft of equipment. Alternatively installation of alarm systems with armed response.</i>			
5	Problems with power supply from Eskom	M	<i>Purchase of portable generators</i>			
6	Possible risk to DWQ due to lack of cleaning of reservoirs	L	<i>Maintain current cleaning schedule</i>			
7	Inaccessible position of sampling point on top of reservoir with possible danger to person collecting samples at Westonaria Reservoir	M	<i>Install tap for collecting monitoring samples at more accessible point at ground level.</i>			
8	Threat of overflowing or no water supply due to faulty PR Valves.	M	<i>Appoint service provider on long term basis to perform regular annual inspection of PRV's. Install strainer before PRV's to collect any objects which may affect PRV's</i>			
WATERPAN PUMPSTATIONS:						
1	Possible risk of flooding of pumpstations due to insufficient capacity of submersible pump	L	<i>Direct feed from Rand water Pipe line under pressure to reservoir, this will make the pumpstations redundant.</i>			
2	Problems with power supply from Eskom	M	<i>Direct feed from Rand water Pipe line under pressure to reservoir.</i>			

2. INCIDENT MANAGEMENT PROTOCOL FOR DRINKING WATER FAILURES AT WESTONARIA LOCAL MUNICIPALITY

An Incident Management Protocol is required to address possible drinking water quality failures that can present a risk to consumers. The Incident Protocol of Westonaria focuses on the reticulation network of the municipality, and at the treatment plant and is available at all the water treatment plants.

The incident management protocol is to be reviewed annually and an updated list of personnel names and contact details must be supplied to all personnel of WLM.

Rand Water

Rand Water is responsible for addressing drinking water failures in the catchment, treatment plant and distribution network up to the point of delivery to WLM. Rand Water has a comprehensive Incident Protocol that outlines their responses to incidents and is attached under **Annexure B** of this document. There are also monthly meetings between Rand Water and WLM to discuss water quality issues and present the monitoring results of Rand Water to WLM.

Failures Relating to Operational and Compliance Monitoring

Analysis of all Operational and compliance monitoring samples is undertaken by West Bio-Chemical Services. The results are sent via email to WLM within 3 days of receiving the sample. West Bio-Chemical has an incident register to record drinking water incidents that have been reported to WLM. They also provide support to WLM by giving practical advice on how to manage a particular failure. The procedure that is followed for analysis of samples is outlined in Figure 3 below.

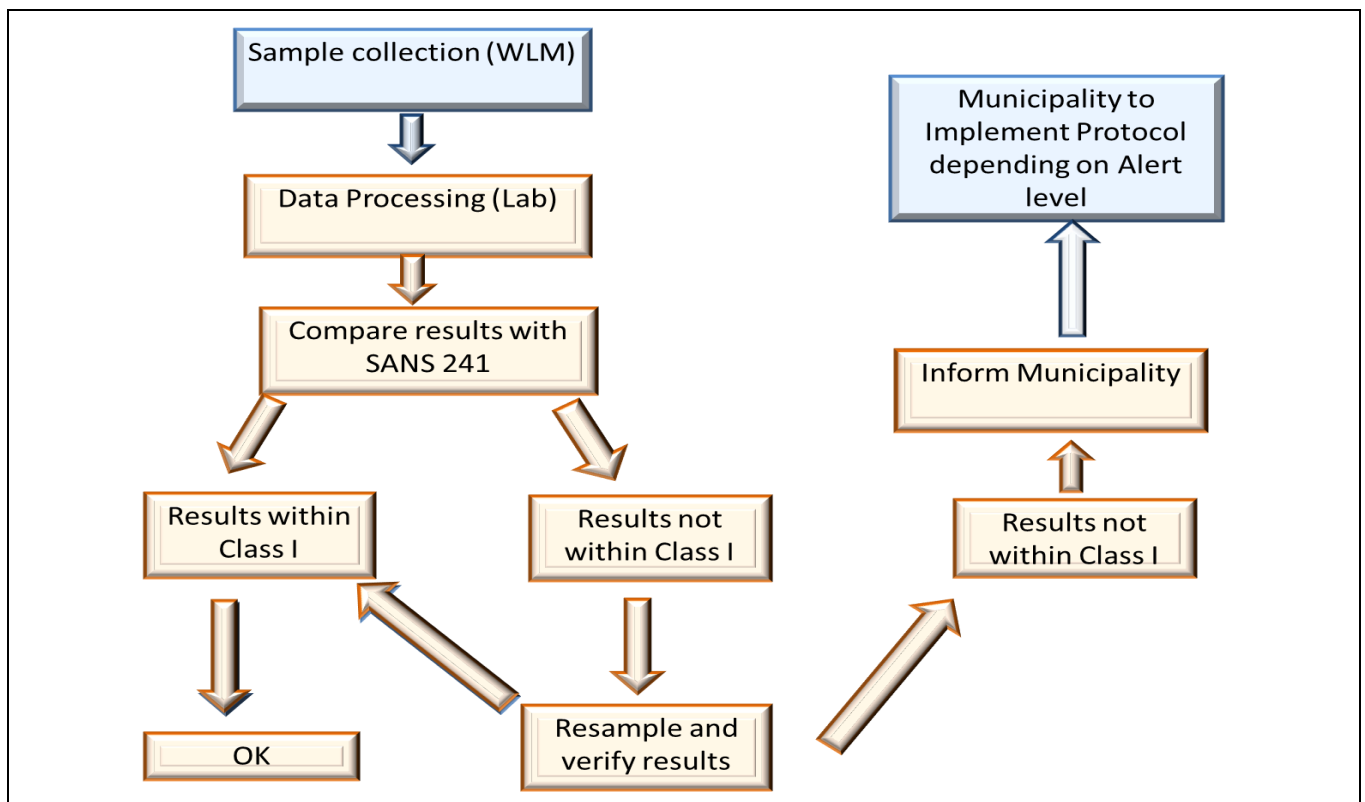


Figure 3: Drinking Water Analysis Procedures

If the results of a water quality sample complies with Class I limit then no action is taken by the Laboratory. However, if the sample does not comply, the laboratory will inform WLM immediately to collect another sample for analysis. If the subsequent analysis shows that the sample does not comply then detailed procedures are undertaken to identify and rectify the problem. The procedures to follow for each drinking water failure are linked to a specific alert level for key parameters that indicate microbiological compliance. The procedures that are followed at WLM in responds to failures are documented in [Table 10](#) below and outline the responsibilities of West Bio-chemical and WLM for each Alert level.

FailuresRelating to Incidents that can occur in the Reticulation

Drinking water failures in the reticulation can occur due to a number of reasons. Most incidents arise from customer complaints and pipe bursts. The reaction of the municipality in dealing with these specific incidents is discussed below.

2.1.1 [Customer complaints](#)

The procedures that are followed for consumer complaints relating to drinking water quality issues are outlined in [Figure4](#) below.



Figure 4: Procedure for Customer Complaints related to Drinking Water Quality

2.1.2 Pipe Failures

When a pipe burst is reported to the municipal switch board, the plumbing team is notified immediately to respond to the problem. There are however no procedures in place at present to test the safety of the water after the repair have been completed. This has been identified as a high risk and included in the risk assessment process. The recommendation proposed in the implementation plan is for a sample to be collected and analysed to ensure that the reticulation network has not been contaminated in any way.

The procedures to be followed are outlined in Figure 5 below and will be implemented after this Water Safety Plan has been finalised and accepted by council.



Figure 5: Procedure for Pipe Failures at Westonaria Local Municipality

Table 10: Incident Protocol for Drinking Water Quality Failures

Classification of Incident	Water Quality Constituent and Concentration	Health Implication/risk	Required Response Time	Roles and Responsibilities
Alert Level I (Low Risk)	1 <i>E.coli</i> per 100ml	Insignificant chance of infection	Within 12 hours of incident	<u>Lab Head</u> <ul style="list-style-type: none">Retest sample to confirm resultsIf re-sample is not compliant, inform Westonaria LM Manager to collect another samplePerform analysis to confirm failureIf non-compliant, inform WLM Manager.Meet with WLM to discuss problemProvide action plan to address specific problem <u>Manager: Water Services</u> <ul style="list-style-type: none">Liaise with laboratory to find solution to the problem Possible solution for microbiological non-compliance is to ensure chlorine residual is within operational limits. Alternatively add chlorine manually and monitor residual until compliance is achieved. <ul style="list-style-type: none">Implement plan to action as per recommendations outlined by LabResample to ensure problem is resolved.Once problem is resolved, complete incident record.If the problem is not resolved, contact Rand Water or other treatment specialist for advice.Inform the Head of Department if the problem cannot be resolved.
	1 <i>Coliphage</i> per 10ml	Very slight risk of viral infection with continuous exposure	Within 24 hours of incident	
	Any health-related Physical or Chemical results that exceeds the upper limit of SANS 241	Insignificant risk to health-suitable for lifetime consumption	Within 48 hours of incident	
If the resample results exceeds the concentration specified in Alert Level I, proceed to Alert Level II				
<u>Level I Group</u> Laboratory Head: Magda van den Berg - 018 771 4091 Manager: Water Services: Mr L Erasmus- 011 278 3107 Head of department: Mr M Machaba - 011 753 1957/3				

Classification of Incident	Water Quality Constituent and Concentration	Health Implication/risk	Required Response Time	Roles and Responsibilities
Alert Level II (Moderate Risk)	2 -10 <i>E.coli</i> per 100ml	Clinical infections unlikely in healthy adults, but may occur in sensitive groups	Within 1 hour of positive results	<u>Lab Head</u> <ul style="list-style-type: none">Implement Level I actions.Undertake additional monitoring (both spatial and frequency) to establish the source of the contamination and the risk to public health.Inform Manager Water Services on results of additional monitoringAssist WLM with implementation of remedial actions <u>Manager: Water Services</u> <ul style="list-style-type: none">Implement Level I actions.If problem is not resolved, contact Health inspector, Head of Department and Municipal Manager <u>Head of Department</u> <ul style="list-style-type: none">Engage Minor Emergency Management Team.Communicate drinking water emergency and health risk to Municipal Manager, Head of provincial DWA and Head of Provincial Department of Health.Implement specialist process assessment and optimisation of the drinking water supply
	2 - 10 <i>Coliphages</i> per 10ml	Low risk of viral infection with continued exposure		
	1 <i>Cryptosporidium</i> / <i>Giardia</i> /10L	Low risk of protozoan parasite infection		
	Turbidity results > 5 NTU	Indirect associated impacts on health through the shielding of bacteria from disinfection		
	Fluoride results 0.9 – 1.7 mg/l	Slight mottling of dental enamel		
	Algal Toxins: <i>Microcystin</i> 0.8-1.0 µg/l	Possible chronic effects associated with long-term exposure		
If the resample results exceeds the concentration specified in Alert Level II, proceed to Alert Level III				
<u>Level II Group</u> Laboratory Head: Magda van den Berg - 018 771 4091 Manager: Water Services: Mr L Erasmus- 011 278 3107 Head of department: Mr M Machaba - 011 753 1957/3 Department of Health: Mr G Viljoen- 011 278 3045 Department of Water Affairs:xxxxxxxxxx				

Classification of Incident	Water Quality Constituent and Concentration	Health Implication/risk	Required Response Time	Roles and Responsibilities
Alert Level III (High-Risk)	> 10 <i>E.coli</i> per 100ml	Clinical infections common even with once-off consumption	Immediately	Lab Head <ul style="list-style-type: none">Send Out of range results sent to Level II GroupImplement Level I-II actions for resampling
	11-100 <i>Coliphages</i> per 10ml	Significant and increasing risk of infectious disease transmission.		Manager: Water Services <ul style="list-style-type: none">Implement Level I-II actions.Engage Minor Emergency Management Team.Communicate drinking water emergency and health risk to Head of Department and DWA regional office.Implement specialist process assessment and optimisation of the drinking water supplyPhase out additional monitoring once the source of the incident has been identified and three consecutive results are within specifications.Assess required preventative actions to reduce the risk of the incident recurring.Prepare a report to document and close the incident.
	2-10 <i>Cryptosporidium</i> / <i>Giardia</i> /10L	Significant risk of protozoan parasite infection.		Head of Department <ul style="list-style-type: none">Communicate drinking water emergency and health risk to Municipal Manager, Head of provincial DWA and Head of Provincial Department of Health. Assess the communities at risk and the need for an alternate water supply.Assess required preventative actions to reduce the risk of the incident recurring.Prepare a report to document and close the incident.Review and update Incident Management Protocol.Retrain staff on revised Incident Management Protocol and operational procedures.
	Any health-related Physical or Chemical result that exceeds the upper limit of SANS 241: Class II (with exception of turbidity)	Significant risk to human health – exceedance of maximum allowable limit.		Municipal Manager <ul style="list-style-type: none">Communicate drinking water emergency and health risk to the community.Issue ‘boil water’ notices if required.Notify the community advising the end of the emergency.
	Fluoride results > 1.7 mg/l	Sever tooth damage and skeletal fluorosis with long-term exposure.		
	Algal Toxins: <i>Microcystin</i> 0.8-1.0 µg/l	Possible chronic effects associated with long-term exposure.		
If the resample results exceeds the concentration specified in Alert Level II, proceed to Alert Level III				
Level III Group Laboratory Head: Magda van den Berg - 018 771 4091 Manager: Water Services: Mr L Erasmus- 011 278 3107 Head of department: Mr M Machaba - 011 753 1957/3				

Classification of Incident	Water Quality Constituent and Concentration	Health Implication/risk	Required Response Time	Roles and Responsibilities
Department of Health: G Viljoen: 011 278 3045 Department of Water Affairs: xxxxxxxxxxxx Municipal Manager: Mr T Ndlovu – 011 278 3001 <u>Minor Emergency Team</u> Top Management				

Incident Register for Drinking Water Incidents

Date	Problem Description	Reported By	Supervisor's Action		Reported To:		Completion of Actions	
			Date		Date		Name	
			Signature		Signature		Date	
			Action		Method		Signature	
							Action	
			Date		Date		Name	
			Signature		Signature		Date	
			Action		Method		Signature	
							Action	
			Date		Date		Name	
			Signature		Signature		Date	
			Action		Method		Signature	
							Action	

Figure 6: Incident Register for Plant Operators

2.2 Contact Details of Key Personnel

Table 11: Contact Details of Key Personnel

Name	Location	Title	Contact Details
Thabo Ndlovu	Westonaria Local Municipality	Municipal Manager	011 278 3001
Mpoti Machaba	Westonaria Local Municipality	Head of water and sanitation	011 753 1957/3
Lourens Erasmus	Westonaria Local Municipality	Manager: water services	011 278 3107
AtangModise	Westonaria Local Municipality	Secretary	011 278 3238
Johan Viljoen	Westonaria Local Municipality	Plumber	076 181 3404
Dannie Burger	Westonaria Local Municipality	Plumber	071 716 0268
Edward Mpebe	Westonaria Local Municipality	Plumber	072 814 1191
Morne Peterman	Westonaria Local Municipality	Plumber	082 842 3861
Joel Lefifi	Westonaria Local Municipality	Plumber	083 505 2345
James Moseki	Westonaria Local Municipality	Plumber	078 196 2085
PetrosMatase	Westonaria Local Municipality	Plumber	082 780 8270
Magda van der Berg	Fochville	West Bio-Chemical service (LAB)	018 771 4091
Gawie Viljoen	Westonaria Local Municipality	Health Inspector	011 278 3045
Fire and Rescue department	Westonaria	Disaster Management Team	011 753 3920
The Superintendent	Hospital	Hospital	
Provincial ambulance	Municipality emergency control centre	Ambulance	107
Station Commissioner	SAPS	Police Department	011 278 3500
THE HOD Provincial Health		Department of Health: Provincial	
Margaret Skosana	Municipal Building	Senior Manager: Health Department: STLM	
Patrick Makhado	Johannesburg	Department of Water Affairs Regional office	
		Local Government representative (SALGA)	

3. DOCUMENTATION AND COMMUNICATION OF WSSP

On completion of this WSP, Management of WLM will incorporate this document as part of its management system. Communication of this document is the responsibility of **XXXX**.

4. FINAL VERIFICATION OF WSSP AND WATER QUALITY

Final verification of water quality will be conducted by an external laboratory (Rand Water) which will perform a full SANS 241 analysis on the final water once a year

The WSP will be reviewed on an annual basis by the WSP Team.

5. CONCLUSIONS

6. REFERENCES

- (a) World Health Organisation, WATER SAFETY PLAN MANUAL, World Health Organisation, Geneva, 2009.
- (b) Viljoen F.C., DEMISTIFYING WATER SAFETY PLANS, WISA, 2006.

ANNEXURE A
SAMPLE CO-ORDINATES

1. Westonaria Reservoir A	526 35445 ⁰	EO 276 4177
2. Westonaria Reservoir B	526 35445 ⁰	EO 276 4177
3. Westonaria Reservoir C	526 35445 ⁰	EO 276 4177
4. Glenharvie Reservoir A	526 37445 ⁰	EO 276 1706
5. Glenharvie Reservoir B	526 37445 ⁰	EO 276 1706
6. Protea Park Reservoir	526 36194 ⁰	EO 276 3499
7. Waterpan Reservoir	526 36016 ⁰	EO 276 9462
8. Hillshaven Reservoir	526 36218 ⁰	EO 276 5144
9. Bekkersdal Garage	526 28656 ⁰	EO 276 9775
10. Bekkersdal East Clinic	526 28363 ⁰	EO 277 0391
11. Bekkersdal school	526 28634 ⁰	EO 277 1671
12. Bekkersdal Library	526 28693 ⁰	EO 277 0317
13. Simunye Clinic	526 32181 ⁰	EO 276 8196
14. Simunye School A	526 31738 ⁰	EO 276 8262
15. Simunye School B	526 32368 ⁰	EO 276 8355
16. Venterspost School	526 26932 ⁰	EO 276 2835
17. Westonaria Afrikaans High	526 32812 ⁰	EO 276 5795
18. Westonaria Sports Complex	526 32506 ⁰	EO 276 4306
19. Westonaria Zenex	526 31745 ⁰	EO 276 5425
20. Zuurbekom Garage	526 31425 ⁰	EO 277 5755
21. Glenharvie School	526 38876 ⁰	EO 276 1893
22. Hillshaven School	526 36850 ⁰	EO 276 5813

ANNEXURE B

RAND WATER PROTOCOL

ANNEXURE 13



Integrated Performance Management Framework

Document Details

Name of the document	Performance Management System Framework
Name of the Process	<i>Performance management system development and implementation</i>
Description	<i>The PMS Framework is a support document that will guide the development and implementation of the performance management system throughout the municipality</i>
Primary Client Name	<i>Gauteng Department of Local Government & Housing</i>
Secondary Client/ Beneficiary	<i>Westonaria Local Municipality</i>
Prepared By	YARONA MANAGEMENT CONSULTING
Prepared On	15-11-2012
Reviewed By	
Signed off By	
Contact in case of Questions	YARONA MANAGEMENT CONSULTING yarona@yaronacms.co.za

Version Details

Date of revision	Version	Description
15-11-2012	3.0	Third Draft

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Preamble

The White Paper on Local Government (1998) proposed the introduction of Performance Management Systems (PMS) for local government as a tool to monitor the progress of service delivery at local government level. Two years later, in 2000, the Municipal Systems Act of 2000, required local governments to develop a PMS. It concluded that Integrated Development Planning, Budgeting and Performance Management are powerful tools that can help municipalities to develop an integrated perspective on development in their areas. It is against this background that this framework for developing and implementing a PMS for the Westonaria Local Municipality (WLM) should be viewed. In essence, the purpose of this document is to provide a framework for the development, implementation, management of and review of a PMS for the WLM.

The PMS framework offers the WLM a platform to implement, assess, monitor, measure, review, manage and reward performance throughout the municipality. PMS is dynamic and will change and develop over time to reflect the unique features of WLM environment. This framework commits WLM to achieving its stated objectives and levels of performance.

1 Introduction

South Africa continues to endure a legacy of underdevelopment, poverty, infrastructure backlogs and inequitable access to basic services. In response to these, the government is putting in place various mechanisms and measures to turn the situation around. In the local government context, a comprehensive and elaborate system of monitoring performance of municipalities has been legislated. The system is intended to monitor continuously the performance of municipalities in fulfilling their mandates. Central to the system is the development of key performance indicators as instruments to assess performance. The indicators help to translate complex socio-economic development problems into quantifiable and measurable outputs. They are, therefore, crucial if a proper assessment is to be done of the impact of government in improving the “quality of life for all”.

In this regard, the Municipal Planning and Performance Management Regulations (2001) stipulate that a *“municipality’s performance management system entails a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players”*.¹

The implementation of a performance management system will allow the municipality to have a shared understanding with its internal and external stakeholders of what constitutes service delivery, how to collate data sets into meaningful indicators of service delivery, how to analyse performance data and measure if the desired levels of service delivery have been achieved, how to audit performance data to ensure integrity of the system, how to translate performance data into meaningful management information for performance improvement decision making, how to reflect and report on performance information.

By ensuring that the WLM achieves overall strategic alignment from strategic level to operational level, this framework constitutes the closed-loop performance management system of the municipality.

The focus of this framework is beyond achieving compliance, its main objective is to ensure that the municipality delivers sustainable social and economic development for the people of Westonaria.

2 Legislative and Policy Framework

Chapter 6 (s38 – s49) of the Municipal Systems Act 33 of 2000 (MSA) sets out requirements for the establishment of a performance management system within a municipality; outlines the institutional arrangements for its development and management (incl. monitoring and review) thereof; outlines the core components of the system, sets out requirements for community involvement; sets out requirements for the audit of performance measurements as well as reporting arrangements.

Section 38 of the Municipal Systems Act requires municipalities such as the WLM, to:

- a) establish a performance management system that is-
 - (i) commensurate with its resources;
 - (ii) best suited to its circumstances; and
 - (iii) in line with the priorities, objectives, indicators and targets contained in its integrated development plan;
- b) promote a culture of performance management among its political structures, political office bearers and councillors and in its administration; and
- c) administer its affairs in an economical, effective, efficient and accountable manner.

Section 41(1)(a) of the MSA provides an indication of the necessary and critical requirements to ensure strategic alignment between the IDP and the performance management system.

Performance Management within the local government sector is informed by the following legislation and guidelines:

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).
- The White Paper on Local Government (1998).
- The Municipal Systems Act, 2000 (Act 32 of 2000)

¹ Chapter 3, Section 7(1), Local Government: Municipal Planning and Performance Management Regulations, 2001

- DPLG Performance Management Guidelines 2001
- Municipal Planning and Performance Management Regulations (2001).
- Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Municipal Performance Regulation for Section 57 Employee (2006)
- Other legislation that impacts on and relates to performance management include:
 - Labour Relations Act (Act No. 66 of 1995) : Code of Good Practice
 - Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
 - Employment Equity Act, 1998 (Act No. 55 of 1998)
 - The Skills Development Amendment Act (Act 31 of 2003)
 - Promotion of Access to Information Act (Act 2 of 2000)

2.1 The Constitution of the Republic of South Africa, Act 108 of 1996

Chapter 7 which deals with Local Government provides for the establishment of the local sphere of government. The Constitution established a complete new operational framework for municipalities. There is increased pressure on the fiscal resources of municipalities with new goals such as the promotion of social and economic development and equity; the promotion of a safe and healthy environment and the encouragement of local community participation in the formulation of policies, programmes and budgets.

Section 152(1) of the Constitution sets out the goals and objectives of local government:

- to provide democratic and accountable government for local communities;
- to ensure the provision of services to local communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organisations' in the matters of local government.

2.2 The Batho-Pele White Paper, 1998

An important perspective in the management of the performance of a municipality is its relationship with its customers, namely, local citizens and partners. The Batho-Pele White Paper (1998) provides an approach to building a culture and practice of customer service that is responsive to the needs of citizens and business as consumers and end-users of municipal services. For this to happen, even within the context of limited resources at the disposal of municipalities, everyone in the public service, needs to do so with a high degree of commitment and a sense of duty, through living the Batho-Pele principles and the new belief set of "*We belong, We care, We serve*"

Eight Batho-Pele principles were developed to serve as the acceptable policy and legislative framework of service delivery in the public service. These principles are aligned with the Constitutional ideals of:

- Promoting and maintaining high standards of professional ethics;
- Providing service impartially, fairly, equitably and without bias;
- Utilising resources efficiently and effectively;
- Responding to people's needs (citizens are encouraged to participate in policy-making); and
- Rendering an accountable, transparent, and development-oriented public administration.

2.3 The White Paper on Local Government, 1998

The White Paper on Local Government provides for the development of a coherent planning framework for Integrated Development Planning that informs the effective design and implementation of the Performance Management system on both organisational and individual level, which will:

- Enable planning around the needs prioritised in consultation with community groups;

- Facilitate vertical integration with the national and provincial policies and programmes, and;
- Gear municipal resources and capacity to meet the objectives identified in the IDPs.

In order to support the integrated development planning the **White Paper** advocated the development of a performance management system with the aim to:

- Enable realistic planning;
- Allow municipalities to assess the impact of their administrative reorganisation processes and development strategies, and;
- Enhance local government accountability.

2.4 The Municipal Systems Act 32 of 2000

The Systems Act determines specifically that individual Municipalities should develop their own performance management systems in the interest of efficient and effective management. This is achieved through planning targets and the achievement and maintenance of quality and accountability in the delivery of projects and services to the communities within the municipality. The following is required of municipalities in terms of the Act:

Section 38

- Establish a PMS that is commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives and targets in the IDP.
- Promote a culture of performance management among its political structures, political office bearers and councillors and in its administration.

Section 41

- Set appropriate key performance measures (indicators) as a yardstick for measuring performance with regard to the development priorities and objectives in the IDP.
- Set measurable performance targets for each of those development priorities and objectives.
- Monitor performance.
- Measure and evaluate performance at least once per year.
- Take steps to improve performance.
- Establish a process of regular reporting to Council, other political structures, political office bearers and staff of the municipality; and of the public and appropriate organs of state.

Section 42

Involve the local community in the development, implementation and review of the municipality's PMS, and, in particular, allow the community to participate in the setting of appropriate measures and targets

Section 44

Make known, both internal and to the general public, the performance measures and targets set by it for the purposes of its PMS.

Section 45

Audit the results of the performance measurement as part of internal auditing processes and annually by the Auditor General.

Section 46

Publish an annual performance report reflecting the performance of the municipality and of each external service provider; a comparison of the performances with targets; and measures taken to improve performance.

2.5 Performance Management Guidelines for Municipalities, 2001

The Local Government and Batho-Pele White Papers, the Municipal Systems Act and the Municipal Performance Management Regulations do not constitute a framework that details how performance

management processes should be undertaken in municipalities. Each municipality is expected to develop such a framework themselves, and the Department of Provincial and Local Government prepared the Performance Management Guidelines for Municipalities (2001) to assist municipalities in this. This framework is informed by the aforementioned guidelines.

2.6 Municipal Performance Management Regulations, 2001

The Municipal Planning and Performance Management Regulations deal in more detail with the following aspects of the PMS in regulations 7 to 15: The performance framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, evaluation, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

- The setting of performance measures (indicators) and the involvement of communities in this.
- The general key performance indicators.
- The annual review of measures as part of the performance review process.
- The setting of performance targets for each of the measures.
- The monitoring, measurement and evaluation of performance.
- Internal auditing of performance measurements.
- Community participation in respect of performance management.

2.7 Municipal Finance Management Act, 2003

The Municipal Finance Management Act links financial management, performance management and the IDP in no uncertain terms, e.g. –

Section 17

An annual budget, when it is tabled in council for approval, must be accompanied by measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the municipality's IDP.

Section 24

An annual budget must be approved together with the adoption of resolutions approving abovementioned performance objectives.

Section 53

The municipality's service delivery and budget implementation plan (SDBIP) must include service delivery targets and performance measures for each quarter. The annual performance agreements must be linked to the measurable performance objectives approved with the budget and to the SDBIP.

Section 72

There must be a mid-year budget and performance assessment in January of each year.

2.8 Performance Management Regulation for Municipal Managers and Section 57 Managers, 2006

The Municipal Performance Management Regulation for Section 57, seek to provide a uniform framework that can be applied by local, district and metropolitan municipalities whilst recognising their unique conditions.

- These regulations seek to provide for practical mechanisms and enablers in implementation, monitoring and evaluation of service delivery and development.
- In view of the need to on the one hand, attract and retain skilled managers in municipalities and on the other hand the need to provide clarity on remuneration and conditions of employment, the regulations set specific principles in this regard.
- The determination of remuneration should be competency-based, market related and appropriate to local conditions.

- The recognition of outstanding performance remains an important part of performance management. However, it is proposed that bonuses be awarded on a sliding scale ranging from 5% to a maximum of 14%.

2.9 Labour Relations Act, No. 66 of 1995

In addition, the Labour Relations Act (LRA), of 1995, through the *Code of Good Practice: Dismissal* provides guidelines on the management of poor performance. These provisions in the *LRA* are of significance in that they preceded the other pieces of legislation on local government and provide a legal basis for the implementation of performance management.

2.10 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)

This Act links to performance management in that the purpose of this Act is, among other things, 'to give effect to and regulate the right to fair labour practices conferred by section 23 (1) of the Constitution – as stipulated in Section 2 (a). It also provides for the enforcement of basic conditions of employment for employees on contracts. The Act further makes provisions regarding incapacity and rights of employees.

2.11 Employment Equity Act, 1998 (Act No. 55 of 1998)

It is required by Chapter Two, Section 5 that the '... employer must take steps to promote opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice'. In defining 'employment policy or practice' the Act indicates in Chapter One (1) (h) that this includes any 'performance evaluation system'.

2.12 The Skills Development Amendment Act (Act 31 of 2003)

This Act refers to the need to budget for at least one per cent (1%) of the payroll for the training and education of employees, with effect from 1 April 2000. This training and development links to the requirement of performance management for individual development plans.

2.13 Promotion of Access to Information Act (Act 2 of 2000)

This Act seeks to foster a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information, including access to performance information.

3 Performance Management in WLM

3.1 Introduction

Performance management in the public sector is an on-going, systematic approach to improving results through evidence-based decision making, continuous organizational learning, and a focus on accountability for performance. Performance management is integrated into all aspects of an organization's management and policy-making processes, transforming an organization's practices so that it is focused on achieving improved results for the public.²

In this sense, performance management comprises the concerted actions a municipality takes to apply objective information to management, integrated development planning as well as strategic planning in order to improve results. Performance management uses evidence from measurement to support municipal planning, funding, and operations. Better information enables elected officials and managers to recognise success, identify problem areas, and respond with appropriate actions – to learn from experience and apply that knowledge to improve service delivery.

It is important for performance management to be understood as being distinct from performance measurement. For years, municipalities have measured outputs and inputs, less commonly, efficiency and effectiveness. These have been tracked and reported as key statistics at regular intervals to a variety of stakeholders. While measurement and reporting are critical components of performance management, in and of themselves they have rarely led to organisational learning and improved results. Performance management is underscored by a set of interrelated and interlocked practices designed to improve performance. In a systemic approach, performance management uses measurements, data analysis as well as other tools to facilitate learning and continuous improvement while strengthening focus on attaining service delivery excellence. This total approach is reinforced by the Plan-Do-Check-Act³ framework that underscores performance management within WLM.

"Simply superimposing a performance management process onto a traditionally managed organization may sound good, but in practice, it is not likely to make any difference. To make real improvements, organizational culture must also be addressed"

3.2 Defining Performance Management

Chapter 3, section 7(1) of the Municipal Planning and Performance Management Regulations states that a municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

There are a wide range of definitions for performance objective, performance goal, performance measure, performance measurement, and performance management. To frame the dialog and to move forward in the WLM with a common baseline, certain key concepts need to be clearly defined and understood, such as:

Performance objective: This is a critical success factor in achieving the municipality's mission, vision, and strategy, which if not achieved would likely result in a significant increase in service delivery related complaints, system performance, employee satisfaction or retention, or effective financial management.

Performance goal: A target level of activity expressed as a tangible measure, against which actual results/ achievement can be compared.

Performance measure: A quantitative or qualitative characterization of performance.

Performance measurement: A process of assessing progress toward achieving predetermined municipal goals, including information on the efficiency with which resources are transformed into services (outputs), the quality of those outputs (how well they are delivered to the municipality's clients (incl.

² A Performance Management Framework for State and Local Government: From Measurement and Reporting to Management and Improving (National Performance Management Advisory Commission, 2010)

³ Deming Wheel (see: <http://en.wikipedia.org/wiki/PDCA>)

internal clients in the case of inbound services from service centres such as Human Resources, Legal, Supply Chain, etc.) and the extent to which clients are satisfied with the service and outcomes (the results of a program activity compared to its intended purpose), and the effectiveness of municipal operations in terms of their specific contributions to achieving IDP objectives.

Performance management: The use of performance measurement information to effect positive change in organizational culture within the municipality, systems and processes, by helping to set agreed-upon performance goals, allocating and prioritising resources, informing managers to either confirm or change current policy or program directions to meet those goals, and sharing results of performance in pursuing those goals.

Output measure: A calculation or recording of activity or effort that can be expressed in a quantitative or qualitative manner.

Outcome measure: An assessment of the results of a program compared to its intended purpose.

The principles of performance management are straightforward – they are about how the Council’s capacity, resources and people are managed in order to deliver its ambitions, plans and services. However, putting these principles into practice is not always so straightforward.

3.3 Why is Performance Management important in WLM?

Notwithstanding the legislative imperative (s38 of the Municipal Systems Act) for WLM to establish a performance management system, such a system is equally important to ensure that the municipality is geared to achieve the following stated municipal vision and mission⁴:

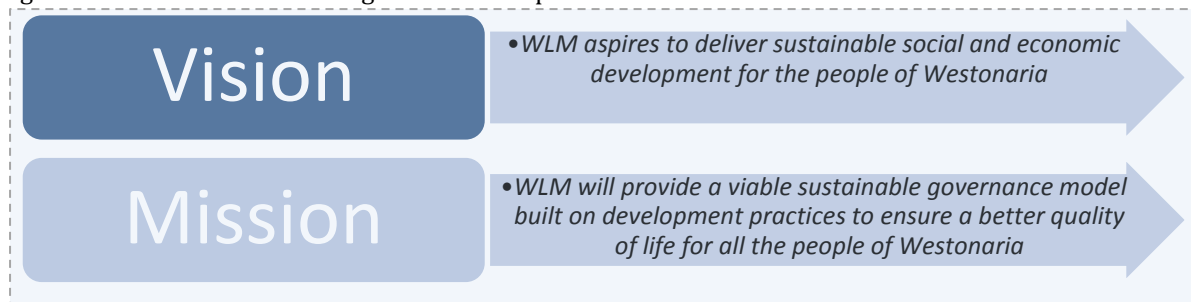


Figure 1: WLM: Vision and Mission (2010-2011)

Gaebler (1992) asserted that if an organisation in the public sector doesn’t measure results, it will not be able to tell success from failure, it will not be able to reward success, it will not be able to learn from success, and most importantly the organisation will not be able to recognise failure and correct it. As Gaebler (1992) puts it what gets measured gets done.⁵

To this end, performance management in WLM is about identifying and reinforcing the desired performance while swiftly remedying undesired performance throughout the municipality to ensure that the municipality provides quality services for all in WLM. A PMS will help employees within the municipality to understand exactly what work they must do to contribute towards ensuring that the municipality provides quality services for all in WLM. Performance management should be regarded as a communication tool that helps managers provide a motivating climate to assist employees in developing and achieving high standards of performance so that they can contribute towards improving the effectiveness of the municipality.

3.4 Attributes of WLM’s Performance Management System

WLM has identified the following as the key attributes that will ensure the success of municipality’s performance measurement and management systems:

- ❑ **Best practice conceptual framework for the performance measurement and management system.** Every organization, regardless of type, needs a clear and cohesive performance

⁴ 2011-2016 Integrated Development Plan for WLM

⁵ Source: Extract from Osbourne & Gabbler, *Reinventing Government*, 1992

measurement framework that is understood by all levels of the organization and that supports objectives and the collection of results.

- ❑ **Effective internal and external communications.** Effective communication with employees, process owners, internal and external customers, and stakeholders is vital to the successful development and deployment of performance measurement and management systems.
- ❑ **Clearly assigned and well-understood accountability for results.** High-performance organizations clearly identify what it takes to determine success and make sure that all managers and employees understand what they are responsible for in achieving organizational goals.
- ❑ **Performance measurement systems must provide intelligence for decision makers, not just compile data.** Performance measures should be limited to those that relate to strategic organizational goals and objectives, and that provide timely, relevant, and concise information for use by decision makers - at all levels - to assess progress toward achieving predetermined goals.

These measures should produce information on the efficiency with which resources are transformed into services, on how well results compare to a program's intended purpose, and on the effectiveness of organizational activities and operations in terms of their specific contribution to program objectives.

- ❑ **Compensation, rewards, and recognition should be linked to performance measurements.** Performance evaluations and rewards need to be tied to specific measures of success, by linking financial and nonfinancial incentives directly to performance. Such a linkage sends a clear and unambiguous message to the organization as to what's important.
- ❑ **Performance measurement systems should be positive, not punitive.** The most successful performance measurement systems are not "I've got you" systems, but *learning* systems that help the organization identify what works - and what does not—so as to continue with and improve on what is working and improve or discard as obsolete what is not working.
- ❑ **Results and progress toward program commitments should be openly shared with employees, customers, and stakeholders.** Performance measurement system information should be openly and widely shared with an organization's employees, customers, and stakeholders.

Notwithstanding the above stated attributes, the key characteristic of the approach that WLM has adopted towards performance management is the emphasis on corrective action being taken as well as the iterative relationship between *planning-execution-review of results achieved-improvement*. The approach can best be illustrated using the Plan-Do-Check-Act cycle as per Figure 2: Deming Wheel below:

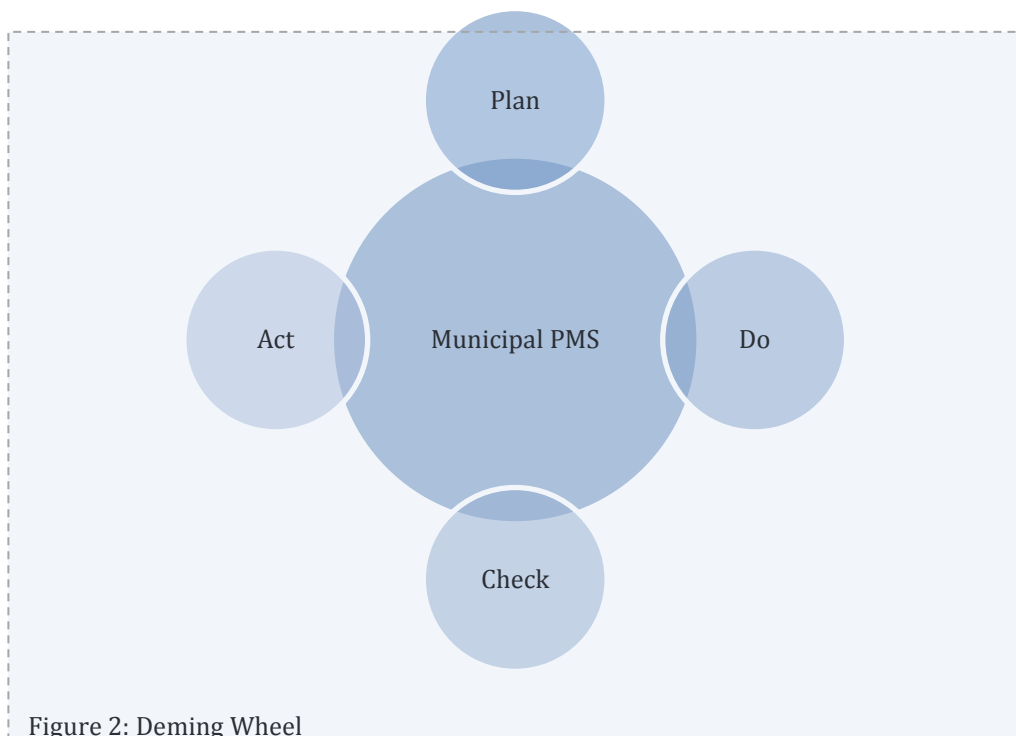


Figure 2: Deming Wheel

The steps in each successive Plan-Do-Check-Act cycle are:

- PLAN:** Establish the objectives and processes necessary to deliver results in accordance with the expected output (the target or goals). By establishing output expectations, the completeness and accuracy of the specification is also a part of the targeted improvement.
- DO:** Implement the plan (e.g. IDP and/ or SDBIP), execute the process, and deliver the service. Collect data for charting and analysis in the following "CHECK" and "ACT" steps.
- CHECK:** Study the actual results (measured and collected in "DO" above) and compare against the expected results (targets or goals from the "PLAN") to ascertain any differences. Look for deviation in implementation from the plan and also look for the appropriateness/completeness of the plan to enable the execution i.e., "Do". Charting data can make this much easier to see trends over several PDCA cycles and in order to convert the collected data into information. Information is what is needed for the next step "ACT".
- ACT:** Request corrective actions on significant differences between actual and planned results. Analyze the differences to determine their root causes. Determine where to apply changes that will include improvement of the process or product. When a pass through these four steps does not result in the need to improve, the scope to which PDCA is applied may be refined to plan and improve with more detail in the next iteration of the cycle, or attention needs to be placed in a different stage of the process.

The PDCA approach ensures adherence to the requirements of s41 of the Municipal Systems Act. These are the need to:

- set appropriate key performance measures (indicators) as a yardstick for measuring performance with regard to the development priorities and objectives in the IDP.
- set measurable performance targets for each of those development priorities and objectives.
- monitor performance.
- measure and evaluate performance at least once per year.
- take steps to improve performance.
- establish a process of regular reporting to Council, other political structures, political office bearers and staff of the municipality; and of the public and appropriate organs of state.

The remainder of this Framework sets out how the WLM's approach to performance management meets the characteristics outlined above.

3.5 What is a Performance Management Framework?

A performance management framework brings together the strategies, plans, policies, quality of life indicators and performance measures (both national and local) that enable residents, Members, managers and other stakeholders to see how WLM 'measures up' in comparison to its own previous performance, to its IDP and in comparison to other municipalities. Further, the framework is required to: *(i) ensure compliance with the Act; (ii) demonstrate how it is to operate and be managed from the planning stage up to the stages of performance and reporting; (iii) clarifies the roles and responsibilities of each role-player (incl. the community in the functioning of the PMS); (iv) clarifies the PMS implementation process within the IDP process framework; (v) determines the frequency of reporting and the lines of accountability for performance; (vi) relates to the employee performance management processes; and (vii) provides for the procedure that links the system to the IDP processes.*

The framework is designed to provide a consistent approach to the way service performance and quality is managed, monitored, reviewed and reported at all levels in the municipality i.e.: corporate, departmental and service level.

4 The Conceptual Performance Management Model of WLM

4.1 Balanced Scorecard Model

The balanced scorecard (BSC) model is widely preferred globally and locally as a performance management model of choice.

The model groups together performance indicators, based on the type of indicator, into logical categories or groups as a means to enhance the ability of a municipality to manage and analyse its performance. Such a model provides a common framework for what aspects of performance are going to be measured and managed within a municipality. It further ensures that a balanced set of measures are employed thereby avoiding reliance on only one perspective of performance and therefore not presenting a holistic assessment of the performance of municipality.

Different models give different pictures of performance due to their placing emphasis on different performance measurement aspects. A number of performance models are available and any of them could be applied by the municipality. If the Balanced Scorecard model was adopted for implementation in WLM as per the 2004 SALGA HRD Conference resolution, the following four perspectives as depicted in Figure 3: Balanced Scorecard Perspective below will be used:

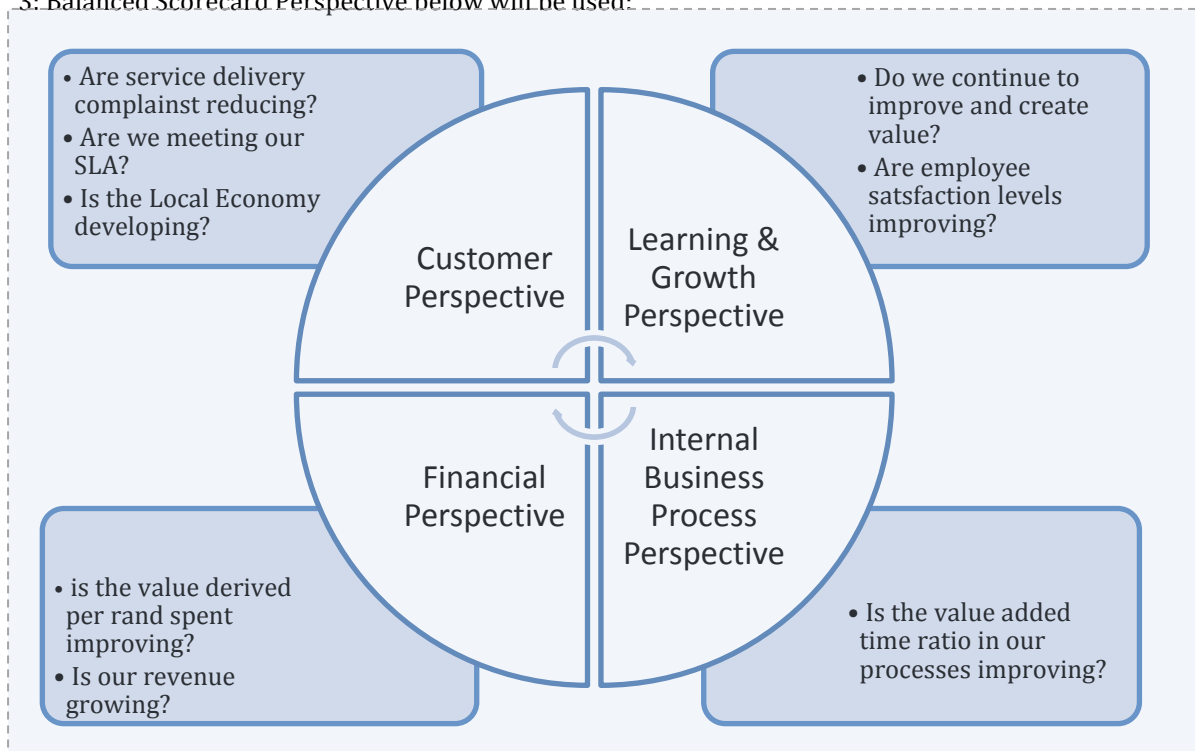


Figure 3: Balanced Scorecard Perspective

The various perspectives as outlined in Figure 3: Balanced Scorecard Perspective above are further discussed below:

4.1.1 Customer Perspective

The following are key questions that must be posed by a municipality to assist it to develop measures for this perspective:

- **Access:** Is it easy for both internal and external clients to access municipal services?
- **Timelines:** Is our service turnaround time meeting customer expectations?
- **Selection:** Is our service offering catering to the needs of all our stakeholders (e.g. Indigents, previously underserved communities)?
- **Efficiency:** Are we offering a one-stop shop service?

4.1.2 Internal Business Process Perspective

The following are core processes that a municipality should consider when developing measures for this perspective:

- **Quality:** Is the level of quality of our services meeting our stake-holders expectations?
- **Innovation:** Are we leveraging technology to improve our value added time ratio in our processes?
- **Partnering:** Are we leveraging on alternative service delivery methods to improve our delivery levels?

4.1.3 Learning and Growth Perspective

The following are critical measurements areas for this perspective:

- **Human Capital:** Do we have the right skills to achieve our service delivery mandate in terms of Scarce & Critical Skills?
- **Information Communication Technology:** Do we have the right skills set to leverage ICT in pursuit of service delivery excellence?
- **Organisational Climate:** Do our people regard the municipality as an employer of choice?

4.1.4 Financial Perspective

Following factors must be considered when developing measures for the financial perspective:

- **Cost of Product or Service Delivery:** Is the value derived per rand spent on service delivery improving or deteriorating?
- **Revenue Enhancement:** Is our revenue base improving and/ or are our outstanding debtor's days improving?
- **Financial Systems:** Are we getting a clean audit?
- **Prudent Financial Management:** Are we meeting our set cost coverage ratio?

4.2 Municipal Scorecard Model

Due to post SALGA 2004 HRD Conference developments within the South African local government arena, as evidenced by the difficulty experienced by municipalities to align their PMS to the five (5) National KPAs as well as the seven (7) general key performance indicators (KP1s) for local government⁶, a number of municipalities have adopted a Municipal Scorecard Model (a reverse engineered BSC model).

The Municipal Scorecard Model is an adapted balanced scorecard tailored for measuring key performance on five (5) developmental areas that are relevant to municipal service delivery and the public sector. The municipal scorecard model aligns the 5 Year Local Government Strategic Agenda Key Performance Areas (KPAs) to the four perspectives in the Balanced Scorecard. There are five KPAs that municipalities are required to align their strategic planning to and these cut across every functional area of a municipality. The municipal scorecard measures a municipality's performance on five areas:

- Local Economic Development
- Basic Service Delivery
- Municipal Institutional Development & Transformation
- Municipal Financial Viability & Management, and
- Governance Process & Public Participation



⁶ Chapter 3, Section 10 of the Local Government: Municipal Planning and Performance Management Regulations, 2001

Figure 4: Municipal Scorecard Model

4.2.1 The Local Economic Development Perspective

In this perspective the municipality will assess whether the desired development indicators for social and economic development are achieved.

4.2.2 The Basic Service Delivery Perspective

This perspective will assess the municipality's performance in the overall delivery of basic and infrastructural services and products.

4.2.3 The Municipal Institutional Development & Transformation Perspective

This perspective relates to input indicators that measure the functioning of the municipality under areas such as human resources, strategic planning and implementation, performance management and all other indicators that seek to develop and manage the municipal institution.

4.2.4 The Governance Process & Public Participation Perspective

This perspective will measure the municipality's performance in relation to its engagement with its stakeholders in the process of governance, established and functioning governance structures, and good municipal governance processes.

4.2.5 The Municipal Financial Viability & Management Perspective

This perspective will measure the municipality's performance with respect to the management of its finances.

4.3 Re-aligned Balanced Scorecard

To ensure alignment between WLM's PMS and the 5 Year Local Government Strategic Agenda, the following balanced scorecard perspectives have been developed:

NR.	KEY PERFORMANCE AREA	BALANCED PERSPECTIVE	SCORECARD
1	Basic Service Delivery	Customer/ Service Delivery Perspective	
2	Municipal Development/ Local Economic Development		
3	Municipal Financial Viability & Management	Financial Perspective	
4	Governance Process & Public Participation	Internal Business Process Perspective	
5	Municipal Institutional Development & Transformation	Learning and Growth Perspective	

Table 1: Aligning BSC Perspectives with the 5 Year Local Government Strategic Agenda

5 A Strategic Cascading Performance Management System

5.1 Cascading Systems

The cascading system of performance management in WLM establishes alignment all the way from community needs identified and prioritised during the IDP process to individual performance. Overarching priorities and objectives are set through a planning process, along with high-level performance measures and targets.

Strategies for achieving the objectives are then set through a strategic planning and budgeting processes. Program, service, and departmental objectives and measures are developed and aligned to overarching objectives and strategies. Individual performance objectives, measures and PDPs are also part of a cascading system, as illustrated below.

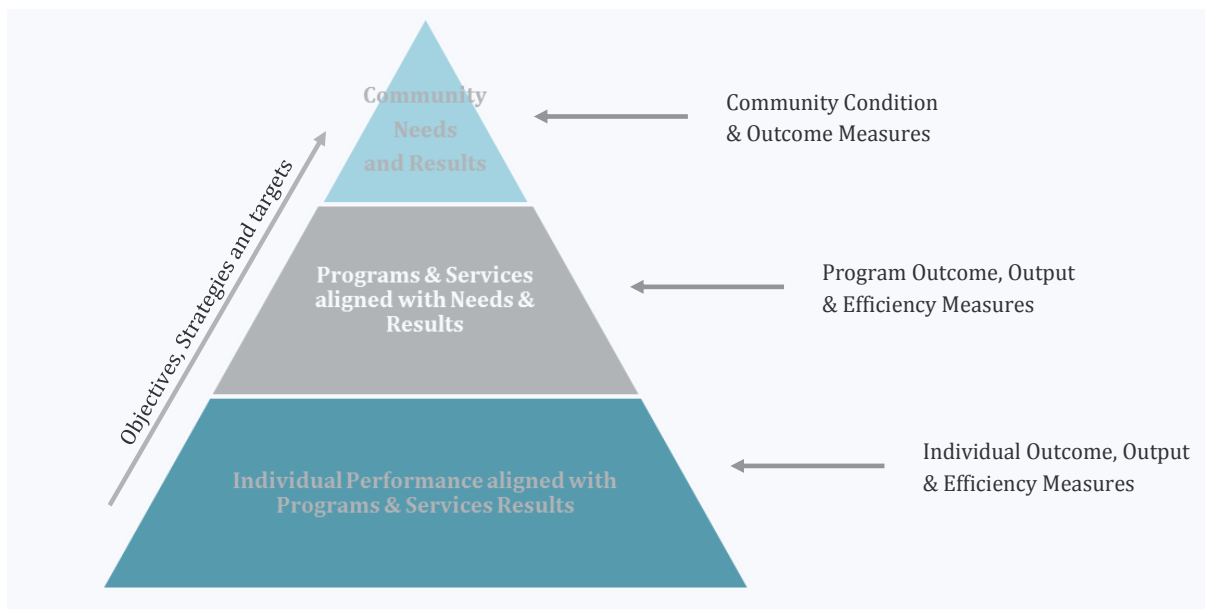


Figure 5: Cascading Systems (aligned objectives, strategies and measurements at all levels)

5.2 Cascading PMS in WLM

Section 57 Employees annually enter into Performance Agreements with the municipality. The Municipal Manager signs the agreement with the Executive Mayor, while other section 57 employees sign agreements with the Municipal Manager. The Performance Agreements are based on the municipality's Top-tier Service Delivery and Budget Implementation Plan and the technical SDBIP. Based on the technical SDBIP, Executive Managers will also enter into Performance Agreements with their respective managers, and the scorecards will be cascaded all the way down to the operational level within the municipality.

A performance appraisal system for Executive Managers and Managers must be outlined in the Performance Agreements and must provide for quarterly and annual performance appraisal. The vertical cascade linkage is a downward cascading which links various municipal process outputs with those of individuals in planning, monitoring progress and evaluation. According to the strategic and operational levels, the initial parts of the strategic component refer more to the organisation while the lower parts of the operational levels are largely for the individuals. The diagram below helps to clarify the cascading linkages:

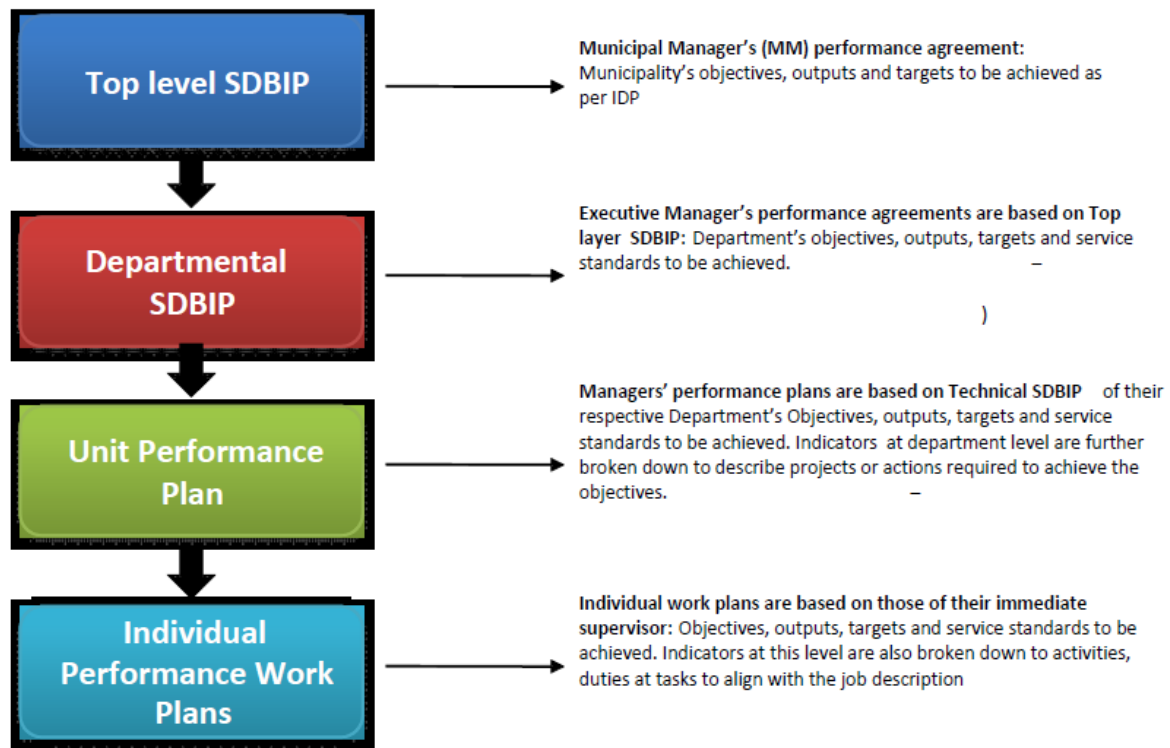


Figure 6: Cascading Linkages

5.3 Cascading Scorecards to Drive Organisational Alignment

To produce extraordinary service delivery results, even the most brilliant turnaround strategies and IDPs require that everyone in the municipality understands the strategy and his or her role in its achievement. Translating a strategic plan/ IDP into a top-level scorecard with performance metrics is a great start, but to really drive alignment and see performance improve, the top-level scorecard and metrics must be "cascaded" down and across the entire organization. This entails developing department and area specific scorecards that are linked to the top-level scorecard, but reflect the processes, work systems, and service delivery requirements that relate to the specific department or area.

Through the process of Cascading Scorecards, the municipality will identify and map out the cause-and-effect relationships that exist between lower and higher level outcomes (also called lagging and leading measures), ultimately linking every employee's goals and performance with the top-level organizational municipal strategy and/ or IDP.

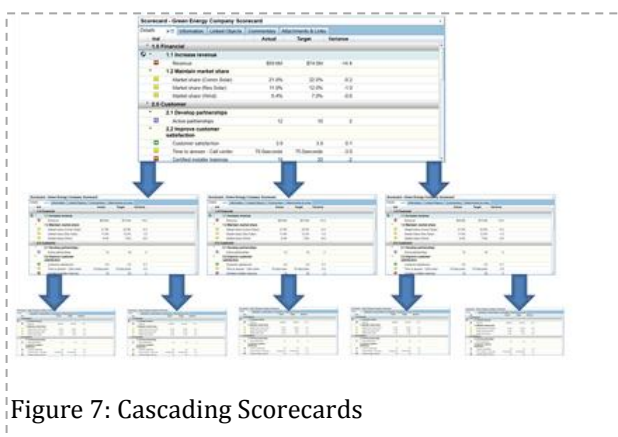


Figure 7: Cascading Scorecards

A framework like this, with linked objectives, measures, and aligned improvement initiatives, provides incredible insight into and control over the municipality's performance by making it possible to spot and react to a budding problem before it adversely affects high-level outcomes.

To be successful, the municipality will need to build a deep understanding of linked objectives, leading and lagging measures, and processes for creating strategic alignment.

6 Objectives of a Performance Management System in WLM

The municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its Municipal Strategy and IDP and to gauge the progress made in achieving the objectives as set out in the above plan.

The PMS process plan includes the following objectives that the system should fulfil:

6.1 Facilitate increased accountability

The performance management system will provide a mechanism for ensuring increased accountability between the local community, politicians, the municipal council and the municipal management team (and employees).

6.2 Facilitate learning and improvement

By following a closed-loop performance management approach (PDCA Cycle⁷), WLM's PMS will facilitate learning in order to enable the municipality to improve service delivery.

6.3 Provide early warning signals

It is important that the system ensure decision-makers are informed of performance related risks, so that they can facilitate intervention, if necessary.

6.4 Facilitate decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The functions listed above are not exhaustive, but summarise the intended benefits of the system.

7 Developing and Implementing Performance Management System in WLM

In keeping with the provisions of s7 of the Municipal Planning and Performance Management Regulations, this section sets out a clear process that will be followed in WLM from development of a PMS through to reporting on performance as per the provisions of s46 of the MSA.

This section of the PM framework deals with:

- how to develop all the component parts of the WLM PMS;
- how to implement the PMS; and
- how to manage the developed PMS and ensure periodic reviews and refinement of the system.

The processes underscoring the above three areas work in a cycle which must be linked to the municipality's integrated development planning (IDP) and the annual budgeting processes.

⁷ Plan-Do-Check-Act Cycle (Deming Wheel)

7.1 Components of Performance Management System

The annual process of managing organisational performance in the municipality involves the steps as set out in the diagram below:

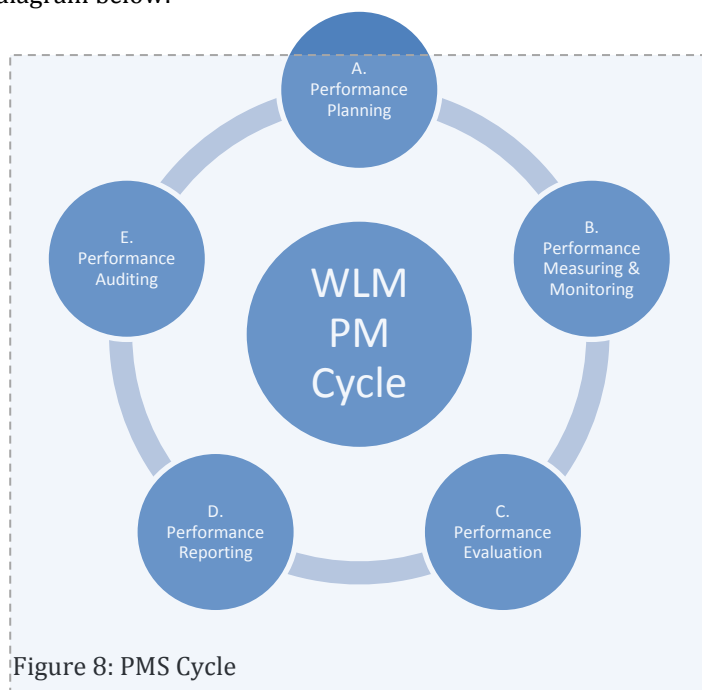


Figure 8: PMS Cycle

Performance Planning ensures that the strategic direction of the municipality more explicitly informs and aligns the IDP with all planning activities and resource decisions. This is the stage where Key Performance Areas and Key Performance Indicators are aligned to the IDP and national requirements, and targets are set.

Performance Measuring and Monitoring is an on-going process to determine whether performance targets have been met, exceeded or not met. Projections can also be made during the year as to whether the final target and future targets will be met. It occurs during key points in a process – for example, on a quarterly and annual basis.

Performance evaluation analyses why there is under-performance (for instance) or what are the key drivers that resulted in good performance in a particular area. Where targets have not been met, the reasons for this must be examined and corrective action recommended. Evidence to support the status is also reviewed at this stage. An additional component is the review of the indicators to determine if they are feasible and are measuring the key areas appropriately. A corporate analysis of performance will be undertaken by the Performance Management Unit, to examine performance across the municipality in terms of all its priorities.

Performance Reporting entails reporting twice a year to management, the performance audit committee, council and the public. In addition, a quarterly report is also prepared and sent to Internal Audit to be audited, prior it being sent to council and the performance audit committee.

Performance review/auditing is a key element of the monitoring and evaluation process. This involves verifying that the measurement mechanisms are accurate and that proper procedures are followed to evaluate and improve performance. According to section 45, of the Systems Act, results of the performance measurement must be audited as part of the municipality's internal auditing process and annually by the Auditor-General.

7.2 Performance Planning

The performance planning stage entails defining and setting the following:

- ☐ Roles and responsibilities
- ☐ Key Performance Areas (KPA's),
- ☐ Strategic Focus Areas (SFAs)
- ☐ Key Performance Indicators (KPIs),

- ☐ Baselines
- ☐ Targets

7.2.1 Clarifying roles and responsibilities of stakeholders and role-players

It is important to understand the duties, roles and responsibilities of the different stakeholders and role-players in the various processes that together constitute the framework of the PMS. It is important that the accountabilities and relationships and priorities of the various stakeholders are set to ensure that there is a complete understanding of the participation, consultation and involvement of all stakeholders for maximum inputs into, and success of the PMS.

The performance management process involves a wide variety of stakeholders, all of whom play a vital and integral part in the overall success of the PMS. There are a variety of tasks that have been identified as being an integral part of the PMS. The schedule hereunder sets out the tasks, together with the appropriate stakeholders/role-players (with their roles and responsibilities):

STAKEHOLDER	SCOPE			
	PLANNING	REVIEW	REPORTING	ASSESSMENT
Municipal Council	<ul style="list-style-type: none"> ○ Approves KPAs and objectives in the Integrated Development Plan ○ Approves the PMS policy framework ○ Assigns the responsibility for the management of the PMS to the Executive Mayor 	<ul style="list-style-type: none"> ○ Approves the annual review programme of the IDP ○ Approves the Top level SDBIP ○ Approves changes to the SDBIP and budget adjustment ○ Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality ○ Consider the oversight reports from the oversight committees, such as the Performance Audit Committee 	<ul style="list-style-type: none"> ○ Receives externally audited performance reports from the Executive Mayor twice a year ○ Reports on the municipal performance to the community at least twice a year ○ Approves recommendations for the improvement of the performance management system ○ Annually receives the appraisal of the Municipal Manager and Section 57 Managers' performance ○ Receives performance audit reports from the Auditor-General and approves implementation of its recommendations ○ Submits the municipal annual report to the Auditor General and the MEC 	<ul style="list-style-type: none"> ○ Assesses and approves the municipal annual audit plan and any substantial changes to it ○ Receive performance reports directly from the Audit Committee ○ Assess and approves the recommendations of the ○ Performance Audit Committee with regard to improvement in the performance of the municipality or improvement of the performance management system itself ○ Assess reports of the Auditor-General

STAKEHOLDER	SCOPE			
	PLANNING	REVIEW	REPORTING	ASSESSMENT
Executive Mayor	<ul style="list-style-type: none"> Submits priorities and objectives of the Integrated Development Plan to Council for approval Submits the PMS policy framework for approval Submits the municipal strategic or organizational scorecard to Council for approval Approves the Service Delivery and Budget Implementation Plans (SDBIP) Enters into a performance agreement with the Municipal Manager on behalf of the Municipal Council Assigns the responsibility for the management of the PMS to the Municipal Manager Tables the budget and the SDBIP to Council for approval Approves the departmental or service scorecards and Section 57 Managers scorecards 	<ul style="list-style-type: none"> Proposes to Council the annual review programme of the IDP, including the review of key performance indicators and performance targets Proposes the annual performance improvement measures of the municipality as part of the municipal strategic or organizational scorecard Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality Quarterly evaluates the performance of the municipality against adopted KPIs and targets Quarterly reviews the performance of the departments to improve the economy, efficiency and effectiveness of the municipality Quarterly and annually evaluates the performance of the 	<ul style="list-style-type: none"> Receives monthly budget statements Receives performance reports quarterly from the internal auditor Receives performance reports twice a year from the Performance Audit Committee Receives monthly and quarterly reports from the Municipal Manager on the performance of managers and the rest of the staff Receives the annual Section 46 reports from the Municipal Manager before submission to council, Auditor General and MEC Report to council on the mid-term review and the annual report on the performance of the municipality Reports to Council on the recommendations for the improvement of the performance management system 	<ul style="list-style-type: none"> Assess and submits the municipal annual audit plan and any substantial changes to council for approval Assess and approves the implementation of the recommendations of the internal auditor with regard to improvement in the performance of the municipality or improvement of the performance management system itself Receives and assess performance audit report(s) from the Auditor General and management comments and make recommendations to Council on addressing whatever audit queries raised therein

STAKEHOLDER	SCOPE			
	PLANNING	REVIEW	REPORTING	ASSESSMENT
Section 79 Committees	<ul style="list-style-type: none"> ○ Advise the Executive Mayor on priorities and objectives of the Integrated Development Plan 	<ul style="list-style-type: none"> ○ Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets 	<ul style="list-style-type: none"> ○ Reports to the Executive Mayor on the recommendations for the improvement of the performance management system ○ Receive reports from the departmental heads and section managers on performance in their respective service areas 	<ul style="list-style-type: none"> ○ Advise the Executive Mayor on the implementation of the recommendations of the internal auditor, the Performance Audit Committee and the Auditor-General
Community	<ul style="list-style-type: none"> ○ Participate in the drafting and implementation of the municipality's IDP through established forums ○ Participate in the setting of KPIs and targets for the municipality every year ○ Make representations on the draft annual budget 	<ul style="list-style-type: none"> ○ Participate in the annual review of performance through their involvement in ward committee structures and customer perception surveys. 	<ul style="list-style-type: none"> ○ Receive annual performance and budget reports from council 	

STAKEHOLDER	SCOPE			
	PLANNING	REVIEW	REPORTING	ASSESSMENT
Organized Labour	<ul style="list-style-type: none"> Participate in the drafting and implementation of the municipality's IDP through established forums Participate in the setting of KPIs and targets for the municipality every year Participates and provide inputs in the drafting of the organizational and departmental scorecards Oversee the overall application of the Performance Management Policy Framework on Non-Section 57 employees 	<ul style="list-style-type: none"> Participate in assessment and the quarterly reviews of employee performance and compilation of departmental and organizational performance review reports 	<ul style="list-style-type: none"> Receive quarterly performance reports on employee under-performance in the Local Labour Forum Report on any negative effects of the PMS on employees 	
Performance Audit Committee	<ul style="list-style-type: none"> Receive the annual audit plan from Internal Audit 	<ul style="list-style-type: none"> Review quarterly reports from the internal audit office on quarterly basis 	<ul style="list-style-type: none"> Submit quarterly reports to the municipal Manager and the Executive Mayor Submit bi-annual reports to the Municipal Council 	

STAKEHOLDER	SCOPE
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	PLANNING	AUDIT	ASSESSMENT	REPORTING
Internal Audit	<ul style="list-style-type: none"> Develop the risk and compliance-based audit plan 	<ul style="list-style-type: none"> Audit the performance measures in the municipal and departmental scorecards Conduct compliance based audits 	<ul style="list-style-type: none"> Assess the functioning of the municipality's PMS to ensure it complies with the Act 	<ul style="list-style-type: none"> Submit quarterly reports to the Municipal Manager. Submit quarterly reports to the Performance Audit Committee

	SCOPE				
STAKEHOLDER	PLANNING	IMPLEMENTATION	REVIEW	REPORTING	ASSESSMENT

STAKEHOLDER	SCOPE				
	PLANNING	IMPLEMENTATION	REVIEW	REPORTING	ASSESSMENT
Municipal Manager	<ul style="list-style-type: none"> Coordinates the process of needs identification and prioritization among all stakeholders, including community structures Coordinates the formulation and revision of the PMS policy framework Coordinates the formulation and revision of the municipality's strategic or organizational scorecard Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans Enters into performance agreements with Section 57 Managers on behalf 	<ul style="list-style-type: none"> Manages the overall implementation of the IDP Ensures that all stakeholders implement the provisions of the PMS policy framework Ensures that the Departmental scorecards and departmental annual programmes serve the strategic or organizational scorecard of the municipality Ensures that annual programmes are implemented according to the targets and timeframes agreed to Implements performance improvement measures approved by the Executive Mayor and the Council Ensures that performance objectives in the Section 57 Managers' performance agreements are achieved 	<ul style="list-style-type: none"> Formulates the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Executive Mayor Formulates the annual performance improvement measures of the municipality as part of the new municipal strategic or organizational scorecard Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipal 	<ul style="list-style-type: none"> Receives performance reports quarterly from the internal auditor Receives performance reports twice a year from the Performance Audit Committee Receives monthly departmental performance reports quarterly to the Executive Mayor on the performance of Departments Reports on the implementation of improvement measures adopted by the Executive Mayor and Council Monthly, quarterly and annually reports to the Executive Mayor on the performance of 	<ul style="list-style-type: none"> Formulates the municipal annual audit plan Assess and formulate appropriate responses to the recommendations of the internal auditor and the Performance Audit Committee Assess and formulate appropriate responses to performance audit queries raised by the Auditor General and make recommendations to the Executive Mayor

STAKEHOLDER	SCOPE				
	PLANNING	IMPLEMENTATION	REVIEW	REPORTING	ASSESSMENT
Section 57 Managers	<ul style="list-style-type: none"> Participate in the formulation of the SDBIP and the municipal strategic or organizational scorecard Manage subordinates performance Enter into performance agreements with the Municipal Manager 	<ul style="list-style-type: none"> Manage the implementation of the Departmental scorecards Ensure the performance objectives in the performance agreements are achieved 	<ul style="list-style-type: none"> Quarterly and annually review the performance of the department Quarterly review performance of direct reports 	<ul style="list-style-type: none"> Report on the implementation of improvement measures adopted by the Executive Mayor and Council Annually report on the performance of their departments Receive bi-monthly performance reports from section managers Reports monthly on progress 	<ul style="list-style-type: none"> Participate in the formulation of the response to the recommendations of the internal auditor, Performance Audit Committee and the Auditor General
Non-Section 57 Municipal Employees	<ul style="list-style-type: none"> Participate in identifying of priorities and setting KPIs and targets for the municipality's IDP Participate in the development of the organizational and the 	<ul style="list-style-type: none"> Execute individual work plans Manage all information and evidence required for performance measurement 	<ul style="list-style-type: none"> Participate in the review of departmental plans Participate in the review of own performance 	<ul style="list-style-type: none"> Report on progress on achieving of own scorecard targets to section managers 	<ul style="list-style-type: none"> Assess performance review reports of own section

STAKEHOLDER	SCOPE				
	PLANNING	IMPLEMENTATION	REVIEW	REPORTING	ASSESSMENT
	departmental scorecards o Participate in the development of their own performance scorecards				

Table 2: PMS Roles and Responsibilities

The Head: Human Resource Management

This position is responsible for ensuring that:

- o the system is made available and revisions properly communicated;
- o a plan is jointly developed with the HRD unit for the training of trainers as well as the training of supervisors in the implementation of the EPMS;
- o regulatory changes likely to affect the EPMS are communicated timeously;
- o PAs and employment contracts of relevant staff are reconciled where necessary;
- o dates for submission of PAs, review reports and assessment are set;
- o the Moderating Committee is constituted by the HoD and senior management;
- o organised labour is consulted in order to obtain their inputs and feedback on the implementation and review of the EPMS; and
- o on-going technical support is provided to components and employees.

The Head: Human Resource Development / Skills Development Facilitator

This position is responsible for the following support in respect of the EPMS:

- o Incorporating identified training needs into the training and skills development planning and implementation processes of the municipality.
- o Jointly developing and implementing the workplace skills plan for the municipality in co-operation with the HR component.

The Moderating Committee

- o The Moderating Committee will monitor the performance management process by obtaining an overall sense of whether norms and standards are being applied consistently and realistically to employees on the same level. The Committee should not assess each individual case for purposes of evaluating ratings, but should develop an overall view of the results of process. If deviations from norms and standards are identified, these must be referred back to the relevant line manager for review.

Assessment Appeal Panel

The Assessment Appeal Panel is established by the Council to manage disagreements over ratings referred above. The Panel must be constituted in such a manner that expertise of the line function, performance management, legal affairs and labour relations is included, and the Panel will consider written representations of an employee.

In the event of any remaining disagreement over the performance assessment of an employee, the employee may follow the formal grievance procedure as set out in the collective agreement. If all of these processes ultimately fail to resolve any disagreement or grievance, the employee is entitled to seek redress through other means available in law.

7.2.2 Key Performance Areas (KPA's)

A Key Performance Area is defined as a broad focus area, or group of objectives within the Integrated Development Plan, for example; the provision of water, sanitation and roads can be grouped under a Key Performance Area of "infrastructural development".

During the IDP process a municipal vision and mission were formulated for the WLM (see *Figure 1: WLM: Vision and Mission (2010-2011) on Page 12*), together with broad strategic goals which feed into the vision and mission.

Council identified the following Key Performance Areas based on the National Key Performance Areas:

- ☐ Infrastructure Development and Service Delivery;
- ☐ Financial Viability;
- ☐ Institutional Transformation;
- ☐ Corporate Governance; and
- ☐ Social and Economic Development.

7.2.2.1 Alignment with the five (5) National Key Performance Areas

Council decided to use the scorecard method as their Performance Management Measurement System. The adopted KPA's as per the scorecard method are totally aligned to the National KPA's, Table 3 below outlines this alignment. Further, in line with the KPA's stated above, WLM identified and adopted the following strategic objectives (SOs) in its integrated development planning process:

NR.	NATIONAL PERFORMANCE AREA	KEY BALANCED SCORECARD PERSPECTIVE	WLM STRATEGIC OBJECTIVE (SO)
1	Basic Service Delivery	Customer/ Service Delivery Perspective	SO 1.1: The provision of basic municipal services to the satisfaction of residents in all formal areas SO 1.2: Develop & implementation of clear delivery programmes and projects to progressively achieve national service delivery targets in terms of municipal services SO 1.3: To house all inhabitants of Westonaria in a sustainable and well-designed township SO 1.4: Develop an Infrastructure Maintenance Plan SO 1.5: Develop an Infrastructure Upgrading & Improvement Master Plan
2	Local Economic Development	Customer/ Service Delivery Perspective	SO 2.1: Develop a Tourism Attraction Plan SO 2.2: Local Economic Development in terms of the Growth & Development Strategy SO 2.3: Job creation (full time and part time position) SO 2.4: Develop an Agricultural Development Strategy for Westonaria SO 2.5: Development of a Spatial Development Framework

NR.	NATIONAL PERFORMANCE AREA	KEY	BALANCED SCORECARD PERSPECTIVE	WLM STRATEGIC OBJECTIVE (SO)
				SO 2.6: Development of informal trading and SMME's SO 2.7: Report on State of the Environment SO 2.8: Establish and Operationalise the Mining Forum
3	Municipal Financial Viability & Management		Financial Perspective	SO 3.1: % Revenue for services rendered SO 3.2: % of operating budget spent to achieve SDBIP outcomes. SO 3.3: Reduction of Wage Bill SO 3.4: Develop a Loss Control Strategy SO 3.5: Credit Control Policy implemented SO 3.6: Procurement Policy promoting previously disadvantaged people SO 3.7: Insurance Plan of all assets
4	Governance Process & Public Participation		Internal Business Process Perspective	SO 4.1: Development and Implementation of an HIV/AIDS Strategy SO 4.2: Successful community participation in WLM affairs SO 4.3: Compilation of Delegation of Powers SO 4.4: IDP aligned with Council's objectives and staff structure SO 4.5: Development of Risk Management Strategy and Plan SO 4.6: Compliance to all legal & financial aspects SO 4.7: Intergovernmental relationships developed SO 4.8: WLM has an effective Communication Policy Plan SO 4.9: WLM has a full complement of Policies & Procedures
5	Municipal Institutional Development & Transformation		Learning and Growth Perspective	SO 5.1: Development and approval of By-laws SO 5.2: Compile GAMAP compliant Asset Register SO 5.3: Implement Batho Pele programme SO 5.4: Compliance with prescribed response times for customer queries SO 5.5: Develop a Human Resources Plan for development and Material Master plan for long term Development SO 5.6: Compliance to targets in

NR.	NATIONAL PERFORMANCE AREA	KEY	BALANCED SCORECARD PERSPECTIVE	WLM STRATEGIC OBJECTIVE (SO)
				Workplace Skills Plan SO 5.7: Compliance to targets in Employment Equity Plan SO 5.8: Empowerment Councillors & Ward Committee members SO 5.9: Service Level Agreements implemented SO 1.10: Compliance to targets in Workplace Skills Plan

Table 3: Alignment of PMS with 5 NKPAs

7.2.3 Key Performance Indicators (KPIs)

After defining KPAs and SOs, it is necessary to determine KPIs, which define what needs to be measured in order to gauge progress towards achieving the development objectives discussed in sections 6.2.3 and 6.2.2.

The setting of measures and targets happens during the IDP process and is linked to the strategic objectives stated in the IDP. Performance indicators allow WLM to compare their actual performance to their intended performance, and against nationally defined minimum standards.

KPIs are simply measurements that indicate whether progress is being made in achieving the SOs. Indicators are important as they:

- i. Provide a common framework for gathering data for measurements and reporting.
- ii. Translate complex concepts into simple operational measurable variables.
- iii. Enable the review of goals and objectives.
- iv. Help provide feedback to the municipality and staff.
- v. Identify the gaps between IDP strategies and the operational plans of the various departments.

KPIs must be specific, measurable, achievable, realistic and time-framed (SMART).

Good performance indicators should be:

Relevant – the performance measured should be important to staff and/or service users and relevant to the Council's corporate priorities.

Easily-defined – the PI should have a specific definition and recorded calculation so that it can be collected in the same format each period.

Clear – it should be easy to understand what the PI means and why it is relevant

Useful – the performance should only be measured if the information produced is useful to service managers, Section 57 managers, Municipal Council, the Cabinet, etc.

Indicative of performance - the data should explain how the service is performing

Performance Indicators simply define how performance will be measured along a scale or dimension (example: "number of houses to be electrified"). The White Paper on Local Government stresses the need for involving communities, officials and organised labour in the development of KPIs.

KPIs are used by a variety of stakeholder to:

- ☐ Communicate the achievements and results of the municipality.
- ☐ Determine whether a municipality is delivering on its developmental mandate.
- ☐ Indicate whether the organisational structure of a municipality is aligned to deliver on its development objectives.
- ☐ Promote accountability by the council to its electorate.

7.2.3.1 Types of Indicators

The WLM PMS incorporates a range of Key Performance Indicators to ensure balanced measurement. The various concepts that should be considered when setting indicators are:

Input Indicators: all the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.

Activity indicators: the processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe "what we do".

Output indicators: the final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver".

Outcome indicators: the medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".

Impact indicators: the results of achieving specific outcomes, such as reducing poverty and creating jobs.

7.2.3.2 General Key Performance Indicators (NKPIs)

The following general key performance indicators are prescribed in section 10 of the Municipal Planning and Performance Management Regulations, 2001 and of section 43 of the Municipal Systems Act, 2000. Legislation requires that these appear on the Organisational Scorecard in addition to all the KPIs which have been set by the municipality and should be reported on annually:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;

- The percentage of households earning less than R1100 per month with access to free basic services;
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through municipality's local economic development initiatives including capital projects;
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- Financial viability as expressed by ratios that measure debt coverage, outstanding service debtors to revenue, and cost coverage

Once the indicators have been finalized, they are then included onto a scorecard template. Table 4 provides examples of performance indicators for three strategic objectives:

MUNICIPAL SCORECARD		
Strategic Objective 1.1: Provisioning of basic municipal services to the satisfaction of residents in all formal areas		
National Key Performance Area	Strategic Focus Area	Key Performance Indicator
Basic Service Delivery	Physical infrastructure services	% of households earning less than R1.1k with access to free basic services (calculated as a % of total households registered in the Indigent Register)
		% of households with access to sanitation within dwelling
		% of households with access to electricity
Strategic Objective 1.2: Develop & implementation of clear delivery programmes and projects to progressively achieve national service delivery targets in terms of municipal services		
National Key Performance Area	Strategic Focus Area	Key Performance Indicator
Basic Service Delivery	Physical infrastructure services	Kilometres of tarred roads constructed
		Kilometres of tarred roads rehabilitated
		Kilometres of roads paved
		Kilometres of gravel roads maintained

MUNICIPAL SCORECARD		
Number and diameter of potholes sealed		
Strategic Objective 2.3: Job creation (full time and part time position)		
<i>National Key Performance Area</i>	<i>National Key Performance Area</i>	<i>National Key Performance Area</i>
Local Economic Development	Economic services	Number of jobs created through the municipality's LED and Capital projects
Strategic Objective 2.6: Development of informal trading and SMME's		
<i>National Key Performance Area</i>	<i>Strategic Focus Area</i>	<i>Key Performance Indicator</i>
Local Economic Development	Economic services	By-Laws developed and implemented for informal trading and SMME's

Table 4: Example of a Municipal Scorecard with indicators

7.2.3.3 Baseline

A baseline is defined as an accurate and quantitative set of data, at a stated point in time which marks the beginning of a trend. In the Organisational Scorecard of WLM, the baseline figures are retrieved from the status column as at the end of the previous financial year. Organisational Performance is therefore tracked from the baseline figure obtained from the previous year to the target in the New Year.

If a baseline does not exist in the previous year, this must be indicated as no baseline in place. After the end of the period, a baseline will be available for the following year.

Table 3 reflects the organisational scorecard with SO 1 to 2 indicating the baseline figures from the previous year (*all the baselines are examples*).

MUNICIPAL SCORECARD			
Strategic Objective 1.1: Provisioning of basic municipal services to the satisfaction of residents in all formal areas			
National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline
Basic Service Delivery	Physical infrastructure services	% of households earning less than R1.1k with access to free basic services (calculated as a % of total households registered in the Indigent Register)	75%
		% of households with access to sanitation within dwelling	65%
		% of households with access to electricity	70%
Strategic Objective 1.2: Develop & implementation of clear delivery programmes and projects to progressively achieve national service delivery targets in terms of municipal services			
National Key Performance Area	Strategic Focus Area	Key Performance Indicator	Baseline
Basic Service Delivery	Physical infrastructure services	Kilometres of tarred roads constructed as a percentage of identified gravel roads to be upgraded/ tarred	30%
		Kilometres of tarred roads rehabilitated as a percentage of identified damaged roads needing rehabilitation	20%
		Kilometres of roads paved as a percentage of identified gravel roads to be paved	15%
		Kilometres of gravel roads maintained as a percentage of identified gravel roads to be maintained	5%
		Number and diameter of potholes sealed as a percentage of identified potholes to be sealed	3%

MUNICIPAL SCORECARD			
Strategic Objective 2.3: Job creation (full time and part time position)			
<i>National Key Performance Area</i>	<i>National Key Performance Area</i>	<i>National Key Performance Area</i>	<i>Baseline</i>
Local Economic Development	Economic services	Number of jobs created through the municipality's LED and Capital projects	250 (FTEs)
Strategic Objective 2.6: Development of informal trading and SMME's			
<i>National Key Performance Area</i>	<i>Strategic Focus Area</i>	<i>Key Performance Indicator</i>	<i>Baseline</i>
Local Economic Development	Economic services	By-Laws developed and implemented for informal trading and SMME's	0 Bylaws implemented

Table 5: 2011/ 2012 Baseline

7.2.3.4 Targets

Once the KPIs are developed, the municipality can then set targets (whether in terms of the MSA or MFMA). The targets must be quantified in terms of number/ figures/ time etc.

Regulation 12(1) of the Local Government: Municipal Planning and Performance Management Regulation 2001, requires municipalities to set targets for each financial year relating to the key performance indicators set. Further, regulation 12(2) outlines further requirements relating to the targets, i.e.:

- a. The performance target must be practical and realistic;
- b. Measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;
- c. Be commensurate with available resources;
- d. Be commensurate with the municipality's capacity; and
- e. Be consistent with the municipality's development priorities and objectives set out in its IDP.

The targets must be "SMART" as explained in the guideline.

In unpacking the SMART acronym, the following aspects are highlighted:

7.2.3.4.1 Specific

Is the target specific or vague? By being specific, the municipality commits itself to a standard of delivery. E.g. by stating "1000 standpipes will be constructed" the municipality is committing to a specific target opposed to a statement "to provide people with water"

Further, the municipality needs to be absolutely sure what element of objective it wants to measure e.g. the quality of water being provided or the number of stand-pipes being constructed. Therefore, the KPIs which need to be measured should be identified and prioritized and specific targets set.

Care should be taken not to mix the different targets in one KPI measurement, as it will make measurement of it difficult.

7.2.3.4.2 Measurable

In deciding what specific part of the KPI a municipality wants to measure it must decide:

If the municipality can measure the targets set (example, does it have the staff, funding, information/data to do this).

If the municipality can provide proof (information / data) that the target set was actually achieved. If a municipality cannot measure a target for any reason, it should amend or remove it.

If the municipality wants to measure any target, it must decide on the most appropriate manner for obtaining such proof, and whether it is justified to employ additional staff or incur additional expenditure on providing the proof that a specific target was achieved?

Also, there should be a purpose or reason for measuring a target, e.g. there is no reason to measure the reduction in the incidences of cholera if the municipality has no clear strategy and objective in place to address this aspect and is not doing anything to reduce the impact.

Measure against backlogs or and baseline.

7.2.3.4.3 Attainable/Achievable

Can the municipality meet the target set? Does it have the human, financial, infrastructure and other resources to deliver on the target set? In determining if a target is attainable, the municipality must determine if it has a total executive control over the objective, KPI and Target set. E.g., provision of education is a national and provincial Government function. Thus, developing a KPI of "constructing schools" and setting a target of "building 5 schools" would not be attainable as it falls outside the control of the municipality (Operationally) Further, the municipality need to determine/ identify whether there are real risks (Political, financial, human, natural etc.) involved, in firstly setting the target, and secondly meeting it. (This relates to the realistic element of the target as well) An Attainable KPI in this area would be more process and outcome orientated. For example, an attainable indicator for a municipality in a non-

core function would be to liaise with the Department of Education and Culture to present information on future plans” with an associated target of “budget alignment in 06/07 to take place.

7.2.3.4.4 Realistic

By setting a realistic target the municipality must take its capacity into consideration. There is no point in setting a target of “5000 stand pipes in one year “if the municipality only has the capacity (human, infrastructural and financial) to deliver “1000 stand pipes in one year.”

Similarly in a non-core function, if a municipality does not have the capacity and the responsibility to build a school, the targets set should reflect the aim of that municipality to liaise and lobby with the Department of Education and Culture. By setting the unrealistic targets, the municipality will only set itself up for failure. Risk identification: it is important for the municipality to identify all possible (high level) risks that can impact on the delivery of target/s.

7.2.3.4.5 Time related

Quarterly and annual targets are set, it must relate to a timeframe. These timeframes should in themselves be specific, attainable and realistic. Time frames are not necessarily related to a financial year, but could span over several years. Applicable target dates for each KPI must be determined.

The municipality should annually monitor its achievements towards the target and review/adapt if required. If a target cannot be met in one year, extend the time frame or reduce the target so that it can be met in the time frame specified. Consequently, a “SMART” target could be to build 1000 stand within the financial year (time related). Note that for IDP purposes a five year target needs to be determined using the same criteria. The quarterly and annual target then feeds into the five year, which reduces each year. The timeframes and the responsible person are critical areas which need to be considered when setting the targets. Table 6: 2011/ 2012 Quarterly & Annual Targets on the next page shows an example of quarterly and annual targets that a municipality can set as part of its PMS.

MUNICIPAL SCORECARD										
Strategic Objective 1.2: Develop & implementation of clear delivery programmes and projects to progressively achieve national service delivery targets in terms of municipal services										
National Key Performance Area	Strategic Focus Area	Key Indicator	Performance	Baseline	Annual Target 12/ 13	5 Year target 12/17	Verification Means	Performance Improvement Intervention	Q1 Target	Q1 Status
Basic Service Delivery	Physical infrastructure services	Kilometres of tarred roads constructed as a percentage of identified gravel roads to be upgraded/ tarred		30%	55%	100%	Annual Infrastructure Audit Report			
		Kilometres of tarred roads rehabilitated as a percentage of identified damaged roads needing rehabilitation		20%	45%	100%	Annual Infrastructure Audit Report			
		Kilometres of roads paved as a percentage of identified gravel roads to be paved		15%	40%	100%	Annual Infrastructure Audit Report			
		Kilometres of gravel roads maintained as a percentage of identified gravel roads to be maintained		5%	30%	100%	Annual Infrastructure Audit Report			
		Number and diameter of potholes sealed as a percentage of identified potholes to be sealed		3%	28%	100%	Annual Infrastructure Audit Report			

Table 6: 2011/ 2012 Quarterly & Annual Targets

7.3 Performance measuring and monitoring

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. Performance monitoring on the other hand refers to the tracking of performance to ascertain whether the municipality is still on track with its performance. In essence, monitoring concerns itself with determining whether is the municipality still of course as per the IDP, and if not, what intervening steps should be taken to remedy performance and bring it in line with set cumulative targets.

The setting of measures and targets happens during the IDP process and is linked to the strategic objectives of the IDP. To ensure the integrity of the targets set, baseline information based on backlog and current performance should be used as the basis for setting sound measures and targets. Performance measurement allows the municipality to compare their actual performance in relation to backlog and current performance.

In essence, *measuring and monitoring performance* entails determining the progress on meeting the targets on a quarterly and annual basis.

The following have to be considered:

- ❑ A review of the organisational scorecard must take place on a quarterly basis.
- ❑ The review entails determining the position as at the end of every quarter, for the KPIs and targets in place.
- ❑ Information will be obtained from each plan owner on the status of the KPI targets, one month after the end of the quarter, except for the second quarter which ends in December, where information is required by the 2nd week in January due to legislative requirements. The MFMA requires that the accounting officer must by the 25th January each year, assesses the performance of the municipality for the first half of the financial year.
- ❑ This quarterly review serves as an early warning indicator in areas of under-performance, which provides management an opportunity to take the necessary steps to improve performance by year end.
- ❑ The other two columns which are required to be completed are the means of verification and the measures taken to improve performance.
- ❑ The means of verification refers to the source of the information which can be referred to by the auditors to verify the status.
- ❑ The measures taken to improve performance are required by the Systems Act S 46 (1) (c) and must be reported on every quarter. Note that this is required for measures which have already taken place within the financial year, or which is planned to take place. It is not only expected to be completed for areas where there is under-performance, but for all KPIs.

- ❑ Another measuring and monitoring tool is the community participation process which is dealt with later in the document.

Table 7 below reflects the targets and the 5 year targets as well as the status for the quarter. This is what is measured every quarter, through liaison with the plan owner. In addition the means of verification and the measures taken to improve performance is also reflected.

MUNICIPAL SCORECARD										
Strategic Objective 1.2: Develop & implementation of clear delivery programmes and projects to progressively achieve national service delivery targets in terms of municipal services										
National Key Performance Area	Strategic Focus Area	Key Indicator	Performance	Baseline	Annual Target 12/13	5 Year target 12/17	Verification Means	Performance Improvement Intervention	Q1 Target	Q1 Status
Basic Service Delivery	Physical infrastructure services	Kilometres of tarred roads constructed as a percentage of identified gravel roads to be upgraded/ tarred		30%	55%	100%	Annual Infrastructure Audit Report	Accelerate the procurement process and enhance the program management capacity	7%	8%
		Kilometres of tarred roads rehabilitated as a percentage of identified damaged roads needing rehabilitation		20%	45%	100%	Annual Infrastructure Audit Report	Accelerate the procurement process and enhance the program management capacity	7%	8%
		Kilometres of roads paved as a percentage of identified gravel roads to be paved		15%	40%	100%	Annual Infrastructure Audit Report	Accelerate the procurement process and enhance the program management capacity	7%	8%

MUNICIPAL SCORECARD										
Strategic Objective 1.2: Develop & implementation of clear delivery programmes and projects to progressively achieve national service delivery targets in terms of municipal services										
National Key Performance Area	Strategic Focus Area	Key Indicator	Performance	Baseline	Annual Target 12/ 13	5 Year target 12/17	Verification Means	Performance Improvement Intervention	Q1 Target	Q1 Status
		Kilometres of gravel roads maintained as a percentage of identified gravel roads to be maintained		5%	30%	100%	Annual Infrastructure Audit Report	Accelerate the procurement process and enhance the program management capacity	7%	8%
		Number and diameter of potholes sealed as a percentage of identified potholes to be sealed		3%	28%	100%	Annual Infrastructure Audit Report	Accelerate the procurement process and enhance the program management capacity	7%	8%

Table 7: 2011/ 2012 Quarterly Targets

7.3.1 Performance Measuring

Performance Measurement is essentially the process of analysing the data provided by the Performance Monitoring System in order to assess performance. At organisational level, Performance Measurement is formally executed on a monthly and quarterly basis, whilst Performance Measurement on individual level is done quarterly.

As indicated in Section 4, the WLM has adopted the Revised Municipal Balanced Scorecard to analyse the performance information submitted during the monitoring phase and assess its performance levels. The adopted model will measure the municipality's performance through achievements within the 5 NKPAs and report its organizational performance along the revised 4 performance perspectives.

All the measured results are then recorded on a report. The municipality will use one reporting template for all key performance indicators and all departments will use this formant to produce quarterly reports and the annual review report. The reporting template will be discussed under the reporting section.

7.3.2 Performance Monitoring

Monitoring of performance will be an on-going process throughout the year and will run parallel to the implementation of the IDP. Monitoring will be conducted within each department. WLM will use a paper-based and report-based monitoring mechanism. Different role players are allocated tasks to monitor and gather information that would assist the municipality to detect early indications of under-performance and take corrective measures on time. Information management plays a central role during this phase.

Westonaria's monitoring system places responsibility on each Department, Division/Section and Individual employee to collect relevant data and information to support the monitoring process. Evidence of performance will be gathered, stored by each department and presented to substantiate claims of meeting (or not meeting) performance standards. This evidence is stored on files (both manual filing and digital filing, where possible). The Heads of the Departments must allocate responsibility in their offices for information management, as these performance information files must be separate from normal registry filing. Even though registry will have all the data and file it as per their filing system, the performance information will be filed according to key performance area and key performance indicators. These files will be regarded as *portfolio of evidence* and must be kept for purposes of performance measurement, performance review and audit in the other phases.

The roles and responsibilities for monitoring are allocated as follows:

Section Managers: Each section manager will be responsible for monitoring and reporting on each indicator in their departmental scorecards. They will monitor performance of their direct reports under their functional areas and report as per the indicator that has been set to measure that functional area. This monitoring occurs on a daily basis, with report being submitted to section managers by direct reports on a weekly basis. The section manager is responsible for compiling section reports on each indicator; collect the relevant data related to each project and indicator and facilitate proper storage of the data in files.

Admin Officers: The Admin Officers in each section has a responsibility for managing indicator information files as per the WLM monitoring system. They are also responsible for collating this information in preparation for submission of performance reports to Heads of Departments by section managers. This responsibility must be carried out on a weekly basis.

The departments will receive progress reports on progress into the implementation of their departmental scorecards from section managers on a bi-monthly basis. The bi-monthly reports are compiled into monthly reports that are discussed at the Management meetings.

**Departments/
Directorates
Management
Teams:** The management team discuss departmental performance progress on a monthly basis and need to reflect on whether targets are being met, reflect on the reasons being provided by departments for targets not being met and suggest corrective action. The purpose for a performance-driven management team is to instil a culture of collective management and eliminate the silo mentality.

S79 Committees:	These committees will monitor performance of their respective services against departmental scorecards. They will receive reports on a monthly basis and must appraise themselves on progress on performance of their service areas against set targets. Where targets are not being met, the Section 79 Committees should ensure that the reasons for poor performance are satisfactory and sufficient to address whatever delays, and corrective strategies are sufficient to address the poor performance.
The Executive Mayor:	The Municipal Manager will submit monthly progress reports on all the indicators in the organisational scorecard to the Executive Mayor in order for her to monitor if targets are being achieved and where they are not, that proper corrective strategies are put in place to keep to the timelines set for achieving each indicator and targets.
Municipal Council:	Performance reports will be submitted to the council twice a year. A mid-term report and an annual report are the two reports that will be submitted council.

7.4 Performance Evaluation

Performance evaluation involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance evaluation requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

“Where targets have not been met performance evaluation requires that the reasons therefore should be examined and corrective action recommended”

Performance evaluation will be conducted through the municipality’s scorecard model by assessing performance against the 5 Key Performance Areas (KPAs), indicators, and targets. WLM’s performance evaluation will be conducted by focussing on evaluating each perspective along the following lines: (i) Economic Value Added (EVA); (ii) Social Value Added; and (iii) Stakeholder Value Added. This will entail focusing on the following:

1. Whether the current level of performance is better than that of the previous year, using baseline indicators as adopted in the organizational scorecard. This assessment is important because the municipality can only know if its performance is improving by comparing with past performances. This review method will be the one used regularly alongside the monitoring and analysis processes. The reviews will occur on a monthly, quarterly and annually.
2. Conducting customer perception surveys on an annual basis. The survey will assess the community’s perceptions about the performance of the municipality against the delivery in their key performance areas.
3. Conduct comparative assessments of performance by comparison with other similar ones through local municipalities through benchmarking exercises conducted once in two years.

The value added evaluation approach challenges the current level of municipal performance (through comparing actual performance against the baselines), compare it to others (through benchmarking), and consult with customers and communities (through customer perception surveys) and find ways of competing with other municipalities to provide value for money (VFM) in service delivery (through pursuing institutional excellence).

The results of measurement and evaluation will be captured on a reporting template as shown under the reporting section below.

7.4.1 Factors to consider during performance evaluation

Below are some of the factors to consider during performance evaluation:

- ❑ An evaluation of the validity and suitability of the Key Performance Indicators is undertaken at this stage and recommendations must be made for any changes.
- ❑ An evaluation of the annual and five targets is undertaken at this stage to determine whether the targets are over stated or understated. These changes need to be considered.
- ❑ Changes to KPIs and 5 year targets need to be carefully considered, as these require council approval. The reason for this is that the original KPIs and 5 year targets would have been published with the IDP, which would have been approved and adopted by council at the beginning of the financial year.
- ❑ In addition, an analysis is undertaken of whether the municipality is performing adequately or under-performing. Note that substantive evidence supporting the status at the end of each quarter, needs to be retained by the plan owners for audit purposes.
- ❑ A quarterly audit on the organisational scorecard will take place.
- ❑ During the quarterly reviews, action will be recommended to management to review their performance for improvement.
- ❑ Quarterly reports are sent to the Performance Audit Committee and the Council
- ❑ The annual performance report is also audited by the Auditor General and is included in the Annual Report.

The analysis of the organisational and SDBIP scorecards by executive management should also ensure that quality performance reports are submitted to the Mayoral Committee and that adequate response strategies are proposed in cases of poor performance. Only once executive management has considered the scorecards, agreed to the analyses undertaken and captured therein and have reached consensus on the corrective action as proposed, can the organisational and SDBIP scorecards be submitted to the Mayoral Committee for consideration and review.

7.4.2 Who has the Responsibility of Conducting Reviews in WLM?

As in the monitoring and measurement stages, reviews will be conducted according to the lines of accountability within the municipality's organizational structure.

Reviews at all levels on organizational indicators and targets will be conducted quarterly, preceded by coaching sessions by the municipal managers to her/his direct reports. On considering the quarterly reports from each department and the results of the measurement revealing the level of performance in each department, the Municipal Manager must conduct one-on-one coaching sessions with Managers directly accountable to him/ her, to ascertain the level of comfort and confidence in achieving set targets, and to understand the challenges that the Manager might be facing in achieving results. The coaching session must be recorded and the coaching notes be kept in the department's evidence file for individual performance evaluation purposes.

7.4.2.1 Supervisors

Supervisors will review the performance of employees reporting directly to them. These reviews will be conducted on a monthly basis and any deviations can be recommended by the supervisor to their section managers, only if they affect indicators and targets that are at their levels, not organizational or departmental indicators.

7.4.2.2 Section managers

These managers review performance of their respective areas on a monthly basis, as they are monitoring, analysing and measuring performance as against their departmental scorecards. The review will cover all organizational key performance areas and indicators with respect to their functional areas and any changes from original targets can be recommended to their respective senior managers and can be authorised if it is not organizational or departmental targets.

7.4.2.3 Section 79 Committees

These committees manage the performance of sectors and functions respective to their portfolios. In order to build the role played by Section 79 Committees, while ensuring that their role remains strategic and not operational, it is recommended that they review performance as often as monthly. However, the committees can only approve deviations on targets related to their service areas, after receiving recommendations from the management team.

7.4.2.4 Executive Management Team (Section 57 incl. Municipal Manager)

The municipal manager and his/ her management team will review performance prior to, and more often than, the Executive Mayor or Section 79 Committees, as follows:

- ❑ Firstly, they will need to review performance more often, such that they can intervene promptly on operational matters where poor performance or the risks thereof occur.
- ❑ Secondly they will need to review performance before reporting to politicians so that they can prepare; control the quality of performance reports submitted to the councillors and the public; and ensure that adequate response strategies are proposed in cases of poor performance.
- ❑ It is strongly recommended that the executive management team (Section 57 managers) review performance monthly, prior to reviews being conducted by Mayoral Committee or the Section 79 Committees. At these reviews relevant functional managers will be required to report on respective priority areas.

7.4.2.5 Executive Mayor

The Performance Management System of WLM is designed in such a way that it allows the Executive Mayor to strategically drive and manage performance in the organisation. Reviews at this level will remain strategic so that the Executive Mayor is not bogged down by operational discussions. In order for this review to be strategic it is recommended that the Executive Mayor review performance quarterly, with the final quarterly review taking the form of an annual review. The content of the review should be confined to the adopted 5 key performance areas (NKPAs) and objectives. The Municipal Manager will remain accountable for reporting on performance at this level.

7.4.2.6 Council

Council will review the performance of the municipal council, its committees and the administration, annually, in the form of a tabled annual report at the end of the financial year.

7.4.2.7 The Public

The public will be involved in reviewing municipal performance at least annually, in the form of the annual report and the annual customer surveys.

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance that needs to be improved as a priority.

7.4.3 Improving Performance

In order to improve performance, the WLM , throughout the performance management phases, will analyse the causal and contributory reasons for poor performance, through coaching sessions from top to lower levels of the administration and appropriate response strategies will be developed. These will include, inter alia:

- ☐ Restructuring as a possible solution for an inappropriate structure.
- ☐ Process and system improvement strategies to remedy poor systems and processes.
- ☐ Training and sourcing additional capacity where skills and capacity shortages are identified.
- ☐ Change management and diversity management education programmes can address organisational culture.
- ☐ Review of the IDP councillors will address shortcomings in strategy.
- ☐ Development of appropriate departmental business plans and operational plans to guide performance in each department.
- ☐ Where results show chance of no improvement through internal measures, alternative service delivery mechanisms shall be considered.

7.5 Performance Reporting

Reporting requires that the municipality take its key performance areas, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the different stakeholders for review.

WLM will adopt the reporting format shown below as its uniform reporting template at all levels of reporting.

The proposed template will contain only necessary and relevant information and will cover the period for which the reporter is reporting, state the relevant key performance areas, capture all the agreed objectives and indicators, state agreed targets relevant to the period which the report covers, measure current performance over the period for which the report is covering, specify when the measurement was done, specify the source of the measurement, reflect on whether agreed targets have been met, analyse the reasons for the level of performance, and suggest corrective action, if necessary.

All stakeholders who are expected to report on performance will use this one reporting format. The reporting format will remain simple, accessible to all users and useful to the intended reader.

The main feature of the reporting phase is the production of the annual report. This is a consolidated report that reflects results on performance on each of the 5 perspectives as per the adopted model. The main report will be informed by the information gathered through the scorecards throughout the year and one performance report will be compiled as per the requirement of Section 46 of the Municipal Systems Act. Since WLM adopted the Revised Municipal Scorecard model, its annual report will reflect its performance results clustered in the following 5 perspectives:

1. Under the ***Municipal Development Perspective*** the municipality will reflect results achieved on indicators around the performance area of social and economic development. This perspective measures the outputs on socio-economic development in the municipality.
2. Under the ***Service Delivery Perspective*** the municipality will reflect its annual performance achievements in the overall delivery of basic and infrastructural services outputs.
3. Under the ***Financial Viability Perspective***, the annual report will reflect the municipality's performance with respect to the management of its finances. It has to reflect the results of the input indicators.
4. The ***Institutional Development Perspective*** will report on input indicators that measure the functioning of the municipality under areas such as human resources, strategic planning and implementation, performance management, etc.
5. Under the ***Governance Process Perspective*** the municipality's annual report must indicate results achieved in relation to its processes of engagement with its stakeholders in the process of governance, established and functioning governance structures, etc.

7.5.1 In-Year Performance Reporting and Review

The submission of the performance reports on scorecards to the Mayoral Committee for consideration and review of the performance of the municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event namely using the performance report as a tool to review the municipality's performance and to make important political and management decisions on how to improve.

As indicated earlier it is recommended that the performance report on organisational and SDBIP scorecards be submitted to the Mayoral Committee for consideration and review on a quarterly basis. The reporting should therefore take place in October (for the period July to end of September - quarter 1 of the financial year), January (for the period October to the end of December – quarter 2), April (for the period January to the end of March - quarter 3) and July (for the period April to the end of June - quarter 4).

The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

The Mayoral Committee in reviewing the performance report on organisational and departmental scorecards submitted to it will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by executive management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed these must be adopted as formal resolutions of Council, minuted and actioned accordingly.

7.5.2 Annual Performance Reporting and Review

On an annual basis a comprehensive report on the performance of the municipality also needs to be compiled. The requirements for the compilation, consideration and review of such an annual report are set out in chapter 12 of the MFMA. In summary it requires that:

- All municipalities for each financial year compile an annual report
- The annual report be tabled within seven months after the end of the financial year
- The annual report immediately after it has been tabled be made public and that the local community be invited to submit representations thereon
- The municipal Council consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the council's comments on the annual report
- The oversight report as adopted be made public
- The annual report as tabled and the Council's oversight report be forwarded to the Auditor General, the Provincial Treasury and the department responsible for local government in the Province
- The annual report as tabled and the Council's oversight report are submitted to the Provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the municipality. The requirement that the annual report once tabled and the oversight report be made public similarly provides the mechanism for the general public to review the performance of the municipality. It is however proposed that in an effort to assist the public in the process and subject to the availability of funding, a user-friendly citizens' report be produced in addition to the annual report for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.

It is also proposed that annually a public campaign be embarked upon to involve the citizens of the municipality in the review of municipal performance over and above the legal requirements of the Municipal Systems Act and the MFMA. Such a campaign could involve all or any combination of the following methodologies:

- Various forms of media including radio, newspapers and billboards should be used to convey the annual report.
- The public should be invited to submit comments on the annual report via telephone, fax and email.
- Public hearings could be held in a variety of locations to obtain input of the annual report.
- Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments.

- Hosting a number of public meetings and road-shows at which the annual report could be discussed and input invited.

The following table derived from the legislative framework for performance management and summarises for ease of reference and understanding the various performance reporting as it applies to the municipality:

TIME – FRAME	MSA/ MFMA REPORTING ON PMS	SECTION
QUARTELY REPORTING	<ul style="list-style-type: none"> <input type="checkbox"/> The Performance Management Section collates the information and draft the organisational scorecard, which is submitted to Internal Audit. <input type="checkbox"/> The Internal Auditors (IA) must submit quarterly audited reports to the Municipal Manager and to the Performance Audit Committee <input type="checkbox"/> The Municipal Manager submits the reports to the council. 	MSA Regulation 14(1)(c)
BI-ANNUAL REPORTING	<ul style="list-style-type: none"> <input type="checkbox"/> The Performance Audit Committee must review the PMS and make recommendations to council <input type="checkbox"/> The Performance Audit Committee must submit at least twice during the year a report to Council <input type="checkbox"/> The municipality must report to Council at least twice a year <input type="checkbox"/> The Accounting officer must by 25 January of each year assess the performance of the municipality and submit a report to the Mayor, National Treasury and the relevant Provincial Treasury. 	MSA Regulation 14(4)(a) Regulation 14(4)(a) Regulation 13(2)(a) MFMA S72

TIME – FRAME	MSA/ MFMA REPORTING ON PMS	SECTION
ANNUAL REPORTING	The annual report of a municipality must include the annual performance report and any recommendations of the municipality's audit committee	MFMA S121 (3)(c)(j) & MSA S46
	The accounting officer of a municipality must submit the performance report to the Auditor-General for auditing within two months after the end of the financial year to which that report relate.	MFMA S126 1(a)
	The Auditor-General must audit the performance report and submit the report to the accounting officer within three months of receipt of the performance report.	MFMA S126 (3)(a)(b)
	The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality.	MFMA S127(2)
	The Auditor-General may submit the performance report and audit report of a municipality directly to the municipal council, the National Treasury, the relevant provincial treasury, the MEC responsible for local government in the province and any prescribed organ of the state	MFMA S127 (4)(a)
	Immediately after an annual report is tabled in the council, the accounting officer of the municipality must submit the annual report to the Auditor-General, the relevant provincial treasury and the provincial department responsible for local government in the province.	MFMA S127 (5)(b)
	The council of the municipality must consider the annual report by no later than two months from the date on which the annual report was tabled; adopt an oversight report containing council's comments on the annual report.	MFMA S129 (1)
	The meetings of a municipal council at which an annual report is to be discussed or at which decisions concerning an annual report are to be taken, must be open to the public and any organ of the state.	MFMA S130 (1)
	The Cabinet member responsible for local government must annually report to Parliament on actions taken by the MECs for local government to address issues raised by the Auditor-General.	MFMA S134

Table 8: Reporting Arrangements

8 The Auditing of Performance Measures

8.1 The role of internal audit in terms of performance management

The MFMA requires that the municipality must establish an internal audit section which service could be outsourced depending on its resources and specific requirements. Section 45 of the Municipal Systems Act stipulates that the results of the municipality's performance measures must be audited by the said internal audit section as part of the internal auditing process and annually by the Auditor General.

The Municipal Planning and Performance Management Regulations stipulate that the internal audit section must on a continuous basis audit all performance and the auditing must include an assessment of the following:

- The functionality of the municipality's performance management system.
- Whether the municipality's performance management system complies with the Act.
- The extent to which the municipality's performance measurements are reliable in measuring the performance of municipalities by making use of indicators

8.1.1 Functionality

To function could be defined as a proper or expected activity or duty or to perform or operate as expected. This could also be applied to the operation of any system such as a PMS. The internal audit section must therefore on a regular basis audit whether the PMS of the municipality is functioning as developed and described in this framework.

8.1.2 Compliance

To comply can be defined as to act in the way that someone else has commanded themselves against requirements. In this respect it is clear that the legislature wishes to ensure that the municipality's PMS complies strictly with the requirements of the Systems Act, Regulations and the MFMA. This compliance check would require that the municipality's internal audit unit, at least on an annual basis, verifies that the municipality's PMS complies with the said legal requirements.

8.1.3 Reliability

To rely could be defined as to trust or depend (upon) with confidence. Reliability in the context of PMS refers to the extent to which any performance measures reported upon could be seen as being reliable, e.g. if the performance target was to build 500 houses and it is reported that the target has been met or exceeded, it must be established whether the information is factually correct or only an estimation or even worse, purposeful misrepresentation. Undertaking a reliability audit will entail the continuous verification of performance measures and targets reported upon. This will require that the municipality sets in place a proper information management system (electronically or otherwise) so that the internal audit section is able to access information regularly and to verify its correctness.

The municipality's internal auditors must submit quarterly reports on the audits undertaken to the Municipal Manager and the Audit Committee.

8.2 Performance Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council must also appoint a chairperson who is not an employee. The Regulations gives municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by section 14 (2-3) of the Regulations which require that the audit committee must:

- Review the quarterly reports submitted to it by the internal audit unit
- Review the municipality's PMS and make recommendations in this regard to the Council of the municipality
- At least twice during a financial year submit an audit report to the municipal Council

In order to fulfil their function a performance audit committee may, according to the MFMA and the Regulations,

- Communicate directly with the council, municipal manager or the internal; and external auditors of the municipality concerned;
- Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

8.3 Performance Investigations

The Audit Committee should also be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations should assess:

- The reliability of reported information
- The extent of performance gaps from targets

9 Dispute Resolution Mechanisms

The municipal performance management regulation for section 57 managers provide clear guidelines for performance disputes relating to the performance of the municipal manager and managers directly accountable to the municipal manager. Below is the process of dispute as it relates for section 57 employees as stipulated in the said regulations.

- Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
 - In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC ; and
 - In the case of managers directly accountable to the municipal manager, the Executive Mayor or Executive Mayor within thirty (30) days of receipt of a formal dispute from the employee;
 - In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

The following process relates to dispute relating to employees below section 57 employees. .

- Conducting performance counselling in case of poor performance;
- If counselling does not yield results, employees are put on performance improvement intervention with action plan and clear timelines; and
- If performance does not improve, disciplinary process will be initiated, where by a verbal warning will be given, followed by written warning and subsequent dismissal.

10 Evaluation and Review of the Whole Performance Management System (PMS)

The WLM will review its performance management system annually alongside the review of the IDP.

11 Conclusion

This framework provides the basis for a structured approach to performance management within WLM. As indicated earlier, proper implementation of this framework lies heavily on the commitment and dedication of the municipality's leadership. It is envisaged that in the near future the municipality will convert this manual performance management platform into an electronic system. However, that will only occur if all stakeholders have gotten into grips with the whole concept of performance management and can fully carry out their roles and responsibilities as outlined in this framework.

The process of implementing a performance management system must be seen as a continuous learning process, where we are continuously improving the way the system is configured as well as how it works to fulfil the objectives of the IDP while addressing emerging challenges in a proactive manner.

Annexure 13



Performance Management Policy

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DOCUMENT DETAILS

Name of the document	Performance Management Policy
Name of the Process	<i>Performance management system implementation</i>
Description	<i>The PMS Policy is a support document that will guide the implementation of the performance management system throughout the municipality</i>
Primary Client Name	<i>Gauteng Department of Local Government & Housing</i>
Secondary Client/ Beneficiary	<i>Westonaria Local Municipality</i>
Prepared By	<i>YARONA MANAGEMENT CONSULTING</i>
Prepared On	<i>15-11-2012</i>
Reviewed By	
Signed off By	
Contact in case of Questions	<i>YARONA MANAGEMENT CONSULTING yarona@yaronacms.co.za</i>

VERSION DETAILS

Date of revision	Version	Description
<i>15-11-2012</i>	<i>3.0</i>	<i>Final Version</i>

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1. PREAMBLE

Westonaria Local Municipality accepts that its employees are its greatest asset and are key to its ability to fulfil its Mission and Vision, and also achieve its strategic objectives as outlined in the municipality's strategic plan and Integrated Development Plan (IDP).

The municipality further recognises that managing and reviewing employee performance and fostering employee development are critical factors in achieving institutional strategic priorities and overall service delivery.

In pursuit of its vision to deliver sustainable social and economic development for the people of Westonaria, a key strategy of the municipality is to accordingly implement an institution-wide Performance Management System (PMS) to support and strengthen a seamless and efficient execution of the IDP.

Granted that the strategic objectives of the municipality are interpreted and delivered by the employees of the municipality, this policy aims to provide guidelines for dealing effectively with poor performance and also guidelines for encouraging exceptional performance within the municipality.

2. DEFINITIONS

For the purposes of this policy, the following definitions apply:

Performance Assessment: The regular process where an employee's performance for the year is formally assessed and rated according to a four- point rating scale.

Performance Management: Performance Management is an integrated day-to-day participative process that is intended to: promote a common understanding and streamlined pursuit of WLM's Strategic Objectives, as well as the collective performance expectations of the WLM as articulated in the IDP and SDBIP; recognise and where applicable (e.g. s57 employees) reward employees who consistently perform at superior level; continuously improve employee competencies, knowledge and skills; and manage underperformance through relevant continuous improvement strategies and interventions.

Objectives: Objectives/ goals describe what needs to be accomplished by individuals or teams over a period of time. They relate to the overall purpose of the job and are clearly defined and agreed at the start of the performance management cycle. They can be expressed as targets to be met and tasks to be completed by specified dates.

Performance Agreement: An agreement between a manager and an employee about the employee's responsibilities and behaviour during an assessment period. Seen as a key management tool enabling the municipality to determine and monitor performance expectations, manage development and align employees with the values, institutional goals and strategies of the municipality.

Personal Development Plan: A Personal Development Plan is developed by each employee as part of a structured and supported process undertaken by the employee to reflect upon his/her own learning, performance and/or achievement and to plan for their personal and career development.

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Performance Target: A performance target is a statement of a desired result or set expectation. The term is broadly synonymous with the terms 'goal' and 'objective'.

Performance Standard: A benchmark, norm, or yardstick to judge one's performance as an individual or unit. Standards are usually adopted as measurable targets to ensure optimal organisational performance.

3. PURPOSE/ INTENT

The purpose of the Performance Management Policy is to facilitate and promote the achievement of institutional objectives through the effective management of employee performance throughout the municipality.

In this regard the objectives of this Performance Management Policy are to:

- 3.1 Improve organizational and individual performance
- 3.2 Clarify individual and team performance requirements, standards and expectations.
- 3.3 Align individual and team objectives with those of a Unit and/ or Department
- 3.4 Identify and review employee development and training needs and to provide opportunities for employee development and advancement
- 3.5 Identify organisational and operational changes needed to enhance employee performance and hence enable the Unit and/ or Department to improve efficiency and effectiveness
- 3.6 Capacitate, mentor and develop employees through constructive feedback and dialogue
- 3.7 Further the municipality's Employment Equity objectives
- 3.8 Ensure the retention of employees, especially those with scarce and critical skills
- 3.9 Promote job satisfaction in a motivating and enabling environment
- 3.10 Measure and evaluate individual and organisational performance
- 3.11 Improve communication between Managers and Employees through regular dialogue
- 3.12 Formalise succession plans for top achievers, and personal development plans in general
- 3.13 Provide appropriate and legislatively sound mechanisms for addressing poor performance
- 3.14 Provide credible data to be used as inputs to the municipality's IDP process
- 3.15 Provide a fair and equitable way to recognize and reward good performance

4. SCOPE OF APPLICATION

This policy applies to all:

- 4.1 Managers as defined in Section 57 (2) (a) of the Municipal Systems Act, No. 32 of 2000.

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4.2 Employees of the municipality who are in full time employment.

4.3 Fixed term contract employees of the municipality.

5. KEY PRINCIPLES

5.1 *Integration:* The Performance Management System will integrate and streamline with other municipality processes

5.2 *Inclusivity:* The Performance Management System will include all permanent and fixed term contract staff and will encourage vertical mobility

5.3 *Outcomes Based:* Assessment of performance will be evidence-based and measured where possible against agreed pre-determined benchmarks and outcomes

5.4 *Individual Responsibility:* The system will be designed to enable individuals to be responsible for managing their own performance, development and career advancement

5.5 *Fairness and Transparency:* The system is designed on the principles of fairness, internal equity and transparency

5.6 *Flexibility/ Customisation:* While it is an integrated system, implementation is malleable across the job spectrum, within the bounds of a coherent and consistently applied framework

5.7 *Service Excellence:* The Performance Management System will support an environment of service excellence, continually improving internal/external customer satisfaction levels

5.8 *Quality Improvement:* Recognition that performance management is part of quality management, resulting in enhanced performance

5.9 *Continuous Improvement:* The Performance Management system will measure and aim to continually improve processes, procedures, programmes and services across the municipality, fostering teamwork, collaboration and integration wherever possible

5.10 *Confidentiality:* The system will preserve confidentiality and disseminate performance information appropriately

6. POLICY STATEMENT

The municipality recognizes the value of a performance based institutional culture that promotes employee productivity, engagement, and development by aligning individual and team performance goals with the municipality's mission, strategic goals, and IDP.

7. PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

Section 39 of the Municipal Systems Act 32 of 2000 provides that the Executive Committee or Executive Mayor of a municipality must manage the development of the municipality's Performance Management System and assign responsibilities in this regard to the Municipal

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Manager. To that effect the Executive Mayor has assigned that responsibility to the Municipal Manager.

According to the provisions of this Policy, each Manager/ Supervisor shall be responsible for the roll out and implementation of the performance management system in their area of responsibility. The Corporate Support Service Department will facilitate the performance review, training and monitoring aspects of the system.

7.1 Organisational Performance

The WLM's IDP and Strategic Plan documents articulate strategic objectives, inputs, outputs, key activities and measurable targets for each strategic objective that has to be achieved over a period of 5 years. Service delivery and WLM's performance is measured in terms of the achievement of the set strategic objectives.

The Municipal Manager's Office shall, through the Municipal Management Support Unit be responsible for monitoring and evaluation of organisational performance. To ensure that the strategic objectives are translated into operational outputs, and that they are actually achieved, all employees employed under a performance based employment contract, must enter into a performance agreement with their respective supervisors. The contract should outline key strategic goals, objectives, key performance indicators, target dates/ timelines and weightings.

7.2 Individual Performance

The Corporate Support Services Department shall be responsible for facilitating the implementation of the employee performance management system. All Executive Managers shall be responsible for the implementation of the system within their respective areas of responsibility.

8. LINKS TO OTHER HUMAN RESOURCE AND STRATEGIC PLANNING PROCESSES

This policy promotes a holistic approach to performance management by incorporating all aspects of performance management within a single integrated framework. The following processes are seen as having a clear link into the Performance Management System:

- 8.1 *Induction:* The induction process will involve developing the employees initial Performance Agreement and Personal Development Plan on the Performance Management System. This will ensure that performance standards and expectations are clearly spelt out at the outset of employment. Areas of development will also be identified at this stage. This process will be closely aligned to the probationary process.
- 8.2 *Probation:* Probation will complement the induction and performance management processes. The purpose of the probationary period is to ascertain whether the conduct and work performance of the employee meet the standards expected by the Line Manager before permanent appointment is confirmed. This process will be driven by the

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Performance Management System.

- 8.3 *Performance Assessment:* Performance assessment is a key feature of the municipality's Performance Management System. The aim of the assessment process will be to promote continuous learning and improvement through a process of self-assessment and reflection.
- 8.4 *Mentoring and Coaching:* Coaching and Mentoring will be key tools used to continuously improve job-related tasks and behaviours and to unlock the potential of employees to exhibit the behaviours and achieve the results expected by the municipality. Formal mentoring guidelines will be designed as part of the Performance Management system.
- 8.5 *Learning, Training and Development:* Training and Development will be explicitly linked to performance management and is one of the key outputs of the system. In terms of the Performance Management System each employee will be required to complete a Personal Development Plan which will indicate areas of development in relation to the required job output and performance expectations for that position. The Human Resources Training and Development strategy will bridge the gap between the expected performance output and the skill/ competency gap identified in terms of the employee's performance.
- 8.6 *Leadership Development/ Succession Planning:* Leadership development processes will be introduced as part of the Performance Management System which will enable the municipality to identify and fast track development opportunities and to formalise succession plans for the top talent identified. This process together with the mentoring/ coaching process will also be used as a means of dealing with the issue of 'scarce skills' faced by the municipality. This process reflects the municipality's continuing commitment to the achievement of our institutional goals and the attainment of our values through the recruitment, retention, development and promotion of excellent employees.
- 8.7 *Counselling:* One of the outputs of the Performance Management System will be the identification of poor performance. The counselling procedure will be key in giving guidance and support to poor performing employees in order to bring their performance up to the expected standard. The counselling procedure may lead to disciplinary action if development and support options have been exhausted and performance has not reached satisfactory levels.
- 8.8 *Disciplinary Process:* Disciplinary processes will be invoked in order to address misconduct or persistent poor performance, including performance issues which may initially have been dealt with via the formal counselling procedure. These performance issues will be identified through the assessment process of the Performance Management System. Disciplinary action is intended to encourage a poor performing employee to improve.

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9. LINK TO REMUNERATION AND REWARD

- 9.1 All employees already receive a salary commensurate with expected standards of performance. Additional remunerative rewards may be offered to individuals or teams in return for specific performance in line with the provisions of the Reward & Recognition Policy.
- 9.2 Non-remunerative rewards may include flexible working arrangements and support for one's professional development.
- 9.3 Changes to fixed pay will be determined by the annual salary increments negotiated in the SALGA Bargaining Council and any performance related pay progressions will be dealt with in line with the provisions of the Remuneration Policy.
- 9.4 Performance related salary adjustments may be made to achieve the market benchmarks in terms of the Reward & Recognition Policy.
- 9.5 Employees must successfully complete at least one year's service as at 30 June and be formally assessed to qualify for the performance incentive award.
- 9.6 Employees who are still within their probationary periods as at 30 June will not be considered.
- 9.7 In the event of termination of service for whatever reason, no performance incentive is payable except where the termination takes effect after 30 June and the employee has completed his/ her probationary period.
- 9.8 It is recognised that all rewards, whether financial or non-financial in nature, still have resource implications and, as such, the level of rewards will be based on the principle of affordability. The nature, type and size of rewards offered by the municipality will be reviewed from time to time, based on this criterion.
- 9.9 This policy needs to be read in conjunction with the WLM Reward & Recognition Policy document.

10. COMMUNICATION

This policy will be communicated to all Municipal employees using the full range of communication methods available to the municipality.

11. POLICY REVIEW

This policy will be reviewed on annual basis and revised as necessary.

12. BUDGET AND RESOURCES

Implementation of some of the provisions of this policy is subject to financial ability of the municipality as stated in sub-section 8.8 above.

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13. ROLES AND RESPONSIBILITIES

The Municipal Manager or his/her delegate assignee accepts overall responsibility for the implementation and monitoring of the policy.

14. DISPUTE RESOLUTION

Any dispute arising from this policy due to ambiguous wording or phrasing must be referred to the Local Labour Forum for adjudication. Resolutions from the Local Labour Forum must be incorporated into the policy.

Where the dispute relates to the performance appraisal process, the following shall apply:

- 14.1 Where a difference of opinion regarding an employee's performance in terms of his/her scores may arise, the parties hereto shall confer with the objective of resolving such difference of opinion. An unresolved difference of opinion shall be deemed to be cause for a dispute between the parties hereto.
- 14.2 In the event that the employee is dissatisfied with any decision or action taken by the supervisor or the municipality in terms of his/her scores of performance, or where a dispute arises regarding the employee's achievement of the performance objectives and targets established in terms of the employee's performance plan, the employee may meet with the supervisor with the objective of resolving such issue.
- 14.3 The employee may schedule such meeting by giving proper written notice to the supervisor. The supervisor is required to hold such meeting within 3 (three) working days (or such shorter time as may reasonably be required by the employee) of submission of such request. The employee may require the supervisor to have the proceedings of such meeting recorded and to provide written minutes thereof within 7 (seven) working days of such meeting.
- 14.4 In the event that an employee is not satisfied with the outcome of that meeting, the employee may make written representations to the Head of Department of the relevant department and in the case of a manager reporting directly to the Head of Department, to the Municipal Manager as the appeal authority. The Head of Department or the Municipal Manager may determine a dispute resolution process which shall allow the employee adequate opportunity to put his case.

The Head of Department's or the Municipal Manager's decision shall be recorded in writing and be presented to the employee within 7 (seven) working days of the conclusion of such hearing. The Head of Department's or the Municipal Manager's decision, with regard to the dispute resolution process contemplated herein, is final. Should the employee not accept the Head of Department's or the Municipal Manager's decision, the matter then becomes a matter for arbitration in terms of the employee's contract of employment.

OWNER	DOCUMENT DESCRIPTION	VERSION CONTROL
WESTONARIA LOCAL MUNICIPALITY	PERFORMANCE MANAGEMENT POLICY	3.0/2012

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Date Approved:	
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ANNEXURE 14

WESTONARIA LOCAL MUNICIPALITY



Expanded Public Works Programme Policy and Implementation Framework

C/RES 160/12(08)

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GLOSSARY

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A FRAMEWORK FOR SECTOR PLANS

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GLOSSARY OF TERMS AND ACRONYMS

The following terms, definitions and acronyms are used in this policy document

By hand

Refers to the use of tools, which are manually operated and powered.

Capital Expenditure (CAPEX)

Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of an asset.

Cash flow

The stream of costs and/or benefits over time resulting from a project investment or ownership of an asset.

Community Liaison Officer (CLO)

The CLO is a member of the targeted community, recommended by the ward committee and appointed by the contractor to provide labour brokerage services and liaison with the targeted communities.

Demographic Characteristics of Workers

The number of workers that fall within the following categories must be recorded:

- Youth (18 –35 years of age)
- Women
- People with disabilities

Geographic Information Systems (GIS)

Software, which provides a means of spatially viewing, searching, manipulating, and analyzing an electronic database.

Job Opportunity

Paid work created for an individual on any EPWP project for any period of time.

Key Performance Indicator (KPI)

A qualitative or quantitative measure of a service or activity used to compare actual

performance against a standard or other target. Key performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Labour-intensive

Labour-intensive construction is the economically efficient employment of a great proportion of labour as is technically feasible throughout the construction process to achieve the standard demanded by the specification; the result being a significant increase in the following terms, definitions and acronyms are used in this policy document.

- employment being generated per unit of expenditure by comparison with conventional
- Equipment-intensive methods.

Life Cycle

The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.

Life Cycle Cost

The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

Person-days of Employment

The aggregate of the number of people who worked on a project multiplied by the number of days each person worked.

Project Budget

The project budget is the price tendered by the contractor plus the professional fees for the professional service provider appointed to design and supervise the project.

The total budget set aside by the Municipality or provided by state of Government including government entity for the implementation of a project or programme.

Project Wage

Minimum Daily Wage Rate (whether task-rated or time rated) per individual project.

Training Person-Days

The number of Training Person-days is the number of people who attended training,

multiplied by the number of days of training. A distinction must be made between accredited and non-accredited training person-days.

List of Acronyms

CAPEX	Capital Expenditure
DPLG	Department of Provincial and Local Government
DWAF	Department of Water Affairs and Forestry
DSD	Department of Social Development
DPW	Department of Public Works
DEAT	Department of Environmental Affairs and Tourism
DTI	Department of Trade and Industry
GAMAP	Generally Accepted Municipal Accounting Practice
GIS	Geographical Information System
IDP	Integrated Development Plan
IWMP	Integrated Waste Management Plan
KPI	Key Performance Indicators
MIG	Municipal Infrastructure Grant
MIS	Management Information System
OPEX	Operational Expenditure
WSDP	Water Services Development Plan
UACs	Utilities, Agencies and Corporative Entities
EPWP	Expanded Public Works Programme
CETA	Construction Education and Training Authority
SETA	Sector Education and Training Authority
SALGA	South African Local Government Association
SAQA	South African Qualifications Authority
LGWSETA	Local Government and Water related Sector Education and Training Authority

1. STATEMENT OF PURPOSE

The purpose of this policy document is to provide a framework for the implementation of the Expanded Public Works Programme (EPWP) within the Westonaria Local Municipality (WLM), which include the operations of all the municipal entities.

The policy framework seeks to create work opportunities for the unemployed using WLM expenditure in the short-to medium term (next 5 years), in line with the government's directive.

DefinitionThe EPWP is a nation-wide short-to medium term government Initiative aimed at alleviating poverty by utilizing public sector budgets to draw significant numbers of the unemployed into productive work whilst enabling these workers to gain skills while they work.

Target..... The national target that has been set for the next five years is to provide employment and training opportunities to at least 1 million people.

.... The WLM target that has been set for the next five years is to provide employment and training opportunities to at least 15 000 people.

The WLM's EPWP policy and implementation framework including a commitment to future reviews, updates and improvements must be formally adopted by the Council.

2. POLICY OBJECTIVES

By channeling a substantial amount of its overall annual budget allocation towards the implementation of its EPWP, WLM seeks to achieve the following objectives:

- To create short term jobs for the unemployed within local communities through inter alia the implementation of labour-intensive Infrastructure , **Social and Environmental management programmes and projects**
- To develop skills within communities through on-the-job and/or accredited training of workers and thereby developing sustainable capacity within communities;
- To capacitate SMME's and emerging contractors within local communities by facilitating the transfer of sustainable technical, managerial and financial skills through an appropriate Learnership Programmes; and
- To maximize the percentage of the WLM's annual total budget spent and retained within local communities by promoting the procurement of goods and services from local manufacturers, suppliers and service providers.

3. BACKGROUND

There are a number of disturbing aspects associated with unemployment in South Africa. These include:

- The high level of unemployment which continues to rise. Taking into account both the formal and informal sectors, official estimates place unemployment amongst the economically active population at between 30% and 40%. It is estimated that eight million South Africans are jobless;
- The steady decline in the ability of the formal sector to absorb new additions to the labour force;
- The variations in the levels of unemployment both geographically and between urban and rural areas. In the Eastern Cape and Limpopo Provinces the levels of unemployment exceed the national average by considerable margins;
- Comprehensive studies have shown that the combination of violence and unemployment has led to extreme levels of stress in the townships. This state is especially prevalent among the younger age groups who are not being educated or trained in any way; and
- The fact that the economy as a whole has become more capital intensive.

These aspects have led to job creation being identified as one of the government's top priorities. It is clear that in addition to developing policies aimed at expanding the

economy, other policies are required to re-structure recurrent activities to create greater employment opportunities per unit of expenditure within the various sector programmes and the existing budgetary constraints.

It is within this context that President Mbeki during his State of the Nation address on 14 February 2003, formally announced the launch of the Expanded Public Works Programme (EPWP).

Government has a number of medium to long term programmes and strategies to address unemployment. These include:

- improving the social security net;
- utilizing government expenditure;
- improving skills levels through education and training;
- providing an enabling environment for industry to flourish; and
- balancing economic growth with the economically active population.

The EPWP is one of the government's short-to medium term initiatives which focus on the use of government expenditure to alleviate poverty and reduce unemployment. The EPWP will achieve this aim through the provision of work opportunities coupled with training. Training is a key element of the EPWP not only as an exit strategy but also to increase the future employability of the participants.

It is anticipated that the EPWP will continue to exist until the medium to long term programmes are successful in reducing unemployment.

The EPWP is a national programme covering all spheres of government and state owned enterprises (SOEs).

In essence the EPWP involves re-orientating line function budgets so that government expenditure results in more work opportunities, particularly for unskilled labour. EPWP projects will therefore be funded through the normal budgets of line function Departments, provinces and municipalities.

Opportunities for implementing the EPWP have been identified in the following sectors:

- **Infrastructure** – by increasing the labour intensity of public infrastructure projects;
- **Environment and Culture** – by creating work opportunities in public environmental programmes;
- **Social** – by creating work opportunities in public social programmes; and
- **Economic** – by developing small businesses and cooperatives.

The current situation in Municipality is that a large majority of the residents are living in poverty and does not have means to pay for services. Due to high level of unemployment and lack of finance, it is difficult to keep up with the needs of the

community. Level of payment for services has deteriorated and closure of businesses within the local authority also made the situation worse. It will however, require that the municipality review the status of indigents within the jurisdiction.

To date the WLM has made significant contributions to the creation of employment opportunities and promoting Black Economic Empowerment (BEE).

Major initiatives include inter alia :

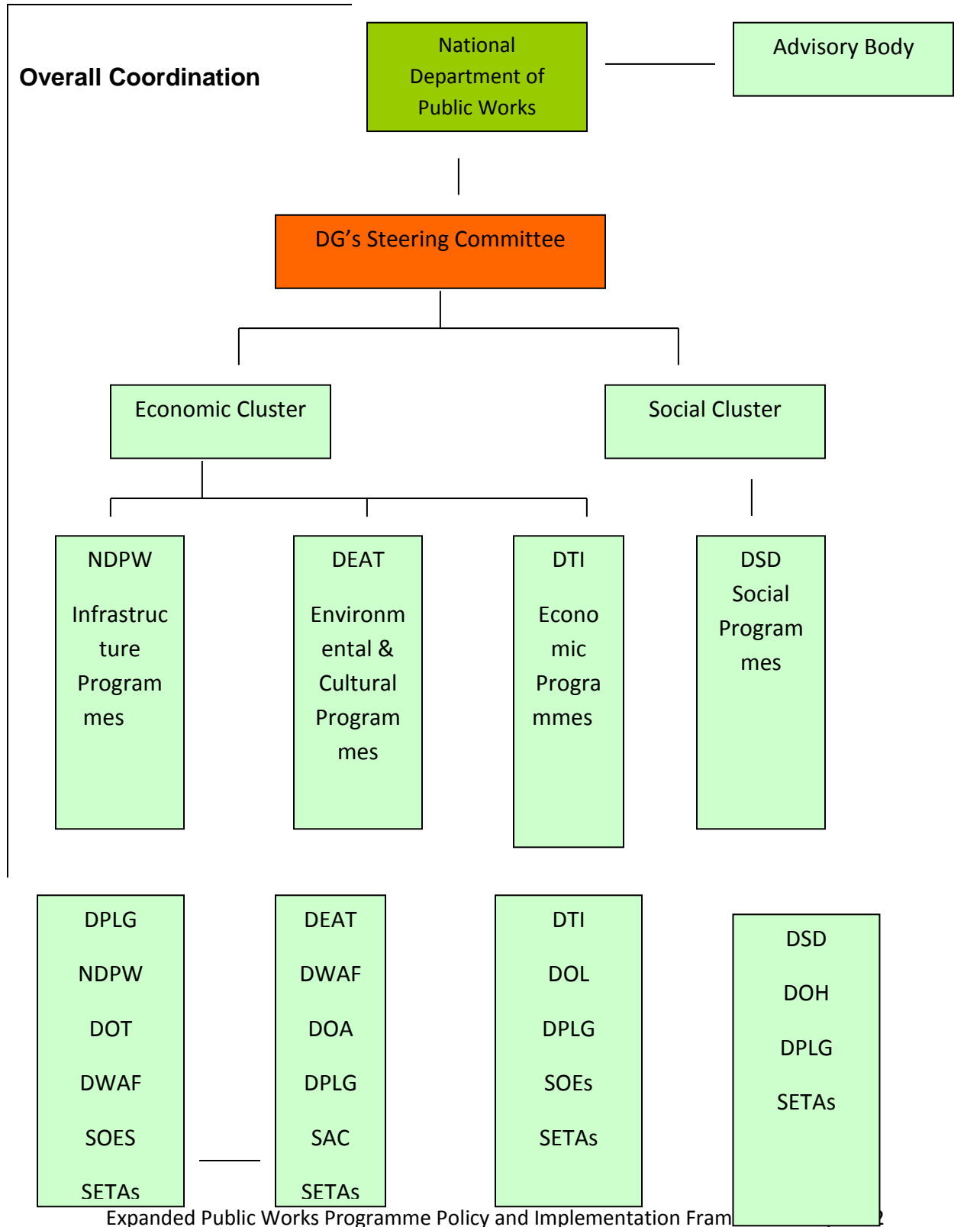
- Zivuseni Programme (2003-7;
- Bekkersdal Renewal Programme;
- Surfacing of gravel roads in Simunye
- Waste Management & Parks Maintenance
- Upgrading of Lebanon Landfill site
- CWP programme (coordinated by WRDM with Seriti Institute)
- Eradication of alien Invasive Plants (collaborating with Goldfields)

The implementation of the EPWP will build on the above initiatives.

It is important to note that the EPWP is not restricted to the creation of Infrastructure Projects only.

To prevent any possible misconception in this regard, cabinet has entrusted the overall coordination of the EPWP to its social and economic clusters. The scope of the EPWP is depicted diagrammatically in **Figure 3.1**.

Figure 3.1 : National – Overall EPWP Coordination



4. LEGAL FRAMEWORK

4.1 THE CONSTITUTION

The Constitution of South Africa sets out a broad framework for local government. In accordance with this framework the objectives of local government are to;

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to the community in a sustainable manner for the benefit of present and future generations;
- Promote social and economic development;
- Promote a safe and healthy environment; and
- Encourage the involvement of communities and community based organisations in the matters of local government.

4.2 INTEGRATED DEVELOPMENT

In addition to providing traditional services such as waste removal, water and sanitation, municipalities have an expanded role to play. They must also initiate, plan, lead and manage development. The developmental role of municipalities is described in the Municipal Systems Act (Act 32 of 2000). The Systems Act has resulted in the development of the Integrated Development Plan (IDP) as a key strategic planning document. The IDP guides and informs all planning and infrastructure development activities. The IDP is expressed as a rolling 5-year programme, and is linked to a 3-year multi-term budget. WLM developed and approved five year strategic plan in 2011.

4.3 FINANCIAL SUPPORT TO MUNICIPALITIES

The Division of Revenue Act (DORA) makes provision for assisting municipal and Provincial governments by transferring funds to them for specific purposes. This can include funding for construction, maintenance or rehabilitation of municipal Infrastructure and for developing and improving municipal systems. Funding to build the capacity of municipalities to perform the functions assigned to them in terms of the Municipal Finance Management Act (Act 56 of 2003) is also available. The Municipal Finance Management Act (MFMA) became effective for all municipalities from 1 July 2004, however certain provisions are being phased in over the next 2 to 3 years for the different municipal categories.

In terms of Regulation 21 of the Division of Revenue Act, the Minister of Finance has to publish the conditions associated with the funding allocations made to municipalities. The Municipal Infrastructure Grant (MIG), which is a consolidated grant mechanism, was approved by Cabinet on 5th March 2003. The fundamental feature of the MIG is that each year the bulk of the funds will be allocated to municipalities on the

basis of a formula. The MIG is a conditional grant subject to a number of conditions, of which poverty alleviation is a condition associated with the Expanded Public Works Programme (EPWP), that must be adhered to. One of the elements of the formula used to calculate the total allocation to municipalities relates to past performance in implementing the EPWP. Successful implementation of the EPWP will impact positively on future MIG funding allocations for the Municipalities and its entities.

4.4 CONDITIONS OF EMPLOYMENT

The Minister of Labour has in terms of section 50 of the Basic Conditions of Employment Act, made a Ministerial Determination which establishes conditions of employment for employees in Special Public Works Programmes. Task-based and time-based payments to participants in the EPWP will be set in terms of this Ministerial Determination.

After consulting with NEDLAC and in terms of section 87(1)(a) of the Basic Conditions of Employment Act, the Minister has also issued a Code of Good Practice for employment conditions of work for Special Public Works Programmes. This Code does not impose any legal obligations in addition to those in the Basic Conditions of Employment Act. Its purpose is to give guidance to employers on key legal provisions in the Act. The Code provides guidelines for the protection of workers engaged in Special Public Works Programmes, taking into account the need for workers to have basic rights, the objectives of the programme and the resource implications for government.

The Municipality and its entities should coordinate the determination of minimum wage to ensure that parity is achieved for the same or similar jobs within the Municipality's area of jurisdiction.

5. INSTITUTIONAL ARRANGEMENTS

The Municipality's EPWP cuts across all the **Utilities, Agencies, Corporative Entities (UACs) and Departments**. Each of these entities are required to make a systematic effort to target the unskilled and unemployed and developing plans to utilise their budgets to draw significant numbers of the unemployed into productive work, in such a way that workers are given an opportunity to gain life and job specific skills while they work to increase their chances of getting out of the marginalized pool of unemployed people.

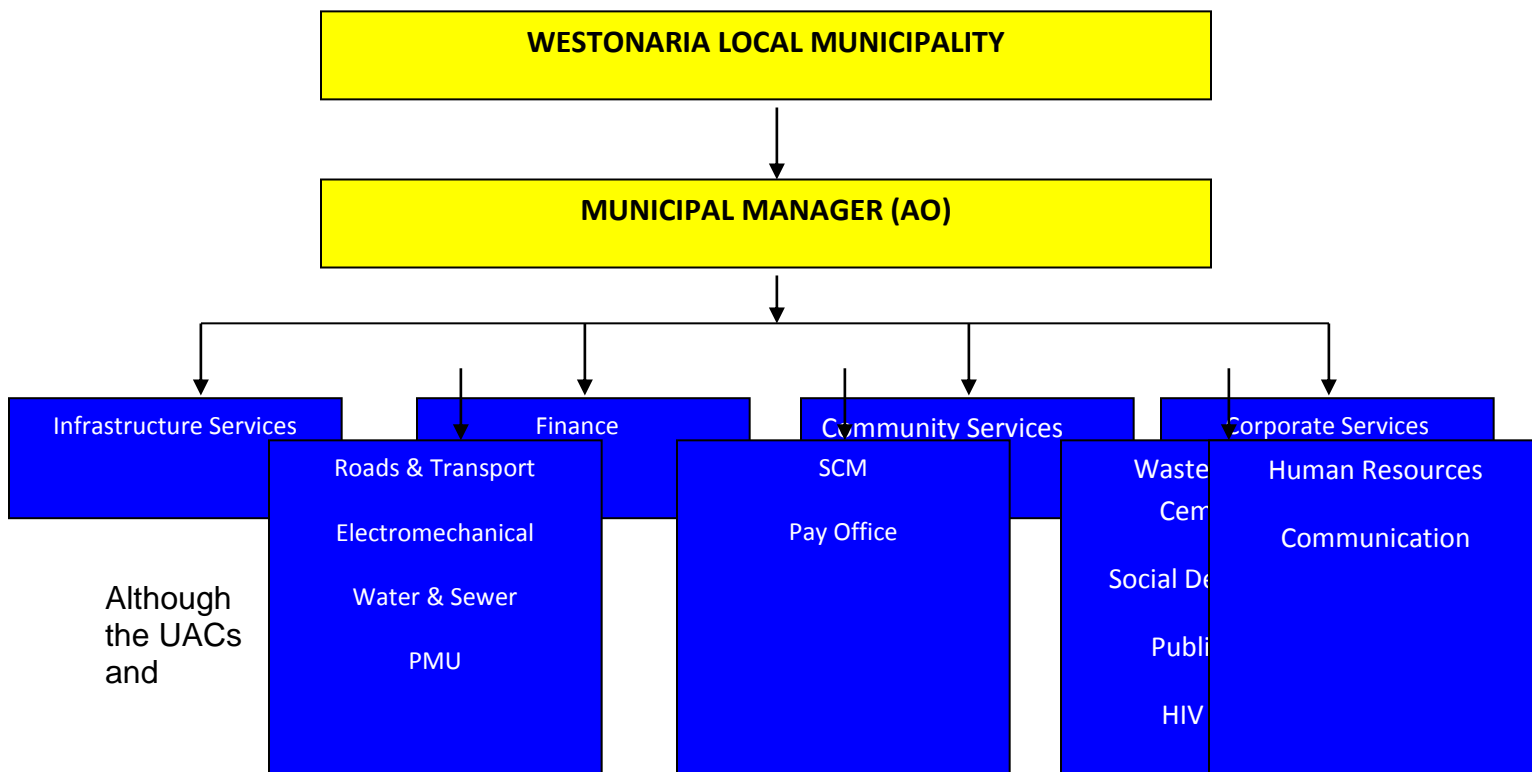
5.1 ORGANISATIONAL STRUCTURE

The EPWP organizational structure proposed for the Municipality should closely resemble the approach adopted by the DPW.

5.1.1 Sector Classification

The various UACs and Departments are grouped in the four sectors in accordance with their core businesses as depicted in **Figure 5.1**.

Figure 5.1: UACs and Departments - Sector Classification

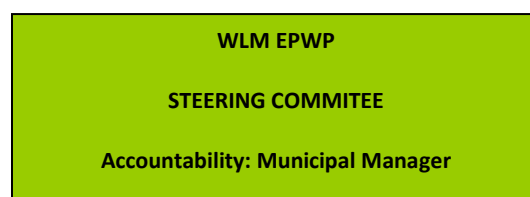


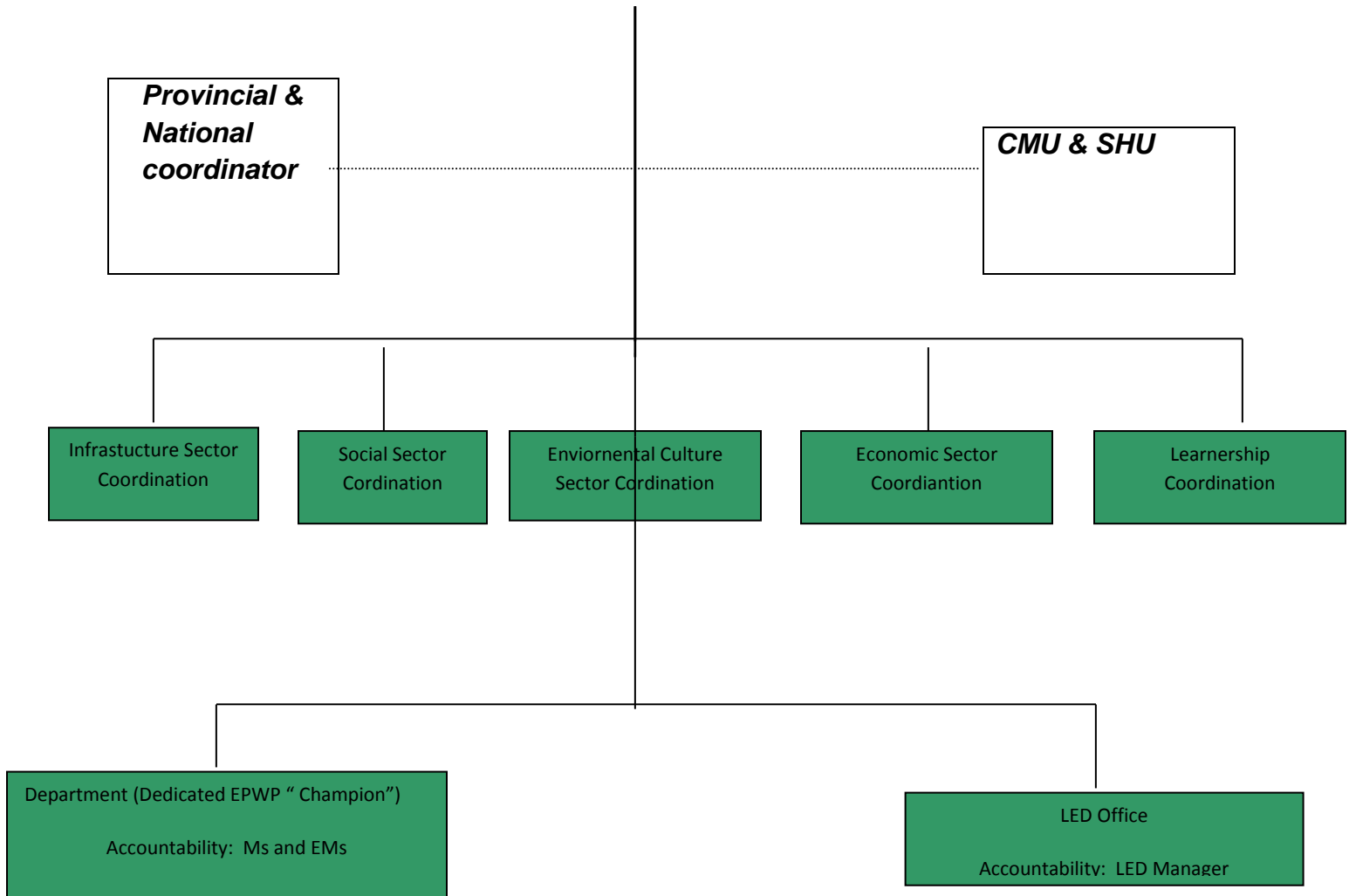
Departments are clustered within sectors which are deemed to represent their core business, programmes and projects are classified in accordance with the appropriate sector, e.g. Health (part of the social sector) is *inter alia* responsible for the construction of a new clinic which is then classified as an infrastructure project.

5.1.2 Overall EPWP Coordination

The EPWP Steering Committee is responsible for the overall coordination of the EPWP within the Municipality as depicted in **Figure 5.2**.

Figure 5.2: WLM - Overall EPWP Coordination





5.2 ROLES AND RESPONSIBILITIES

The roles and responsibilities of the entities responsible for the coordination of the EPWP are outlined in the following sections;

5.2.1 EPWP Steering Committee

The EPWP Steering Committee is chaired by the Manager –Waste Management, Parks & Cemeteries as delegated by Municipal manager. In future the Committee will be chaired by LED office in terms of reference.

The EPWP is constituted as follows:

- A representative from the CMU
- A representative from the SHU
- Infrastructure Coordinator
- Environment and Culture Coordinator
- Social Coordinator
- Economic Coordinator
- Learnership Coordinator
- Supply chain coordinator
- Pay Office coordinator
- Communication coordinator
- Human Resource coordinator
- Public Safety coordinator
- CWP coordinator

The EPWP Steering Committee is responsible for;

- Overall -wide coordination of EPWP related issues;
- Regular reviews (at least twice a year) of the Municipality's EPWP policy;
- Setting overall EPWP targets;
- Creating an enabling climate for the successful implementation of the Municipality's EPWP;
- Compiling an EPWP Management Plan which includes:
 - outputs of the planning associated with each of the sectors to form a consistent and coherent document. Without a Management Plan, control is impossible.
 - The Management Plan is used to :
 - Guide the execution of the EPWP, including project selection;
 - Document EPWP related decisions and assumptions;
 - Define Sector reviews;
 - Facilitate communication among stakeholders; and
 - Provide a baseline for progress measurement and programme control.
- The overall monitoring, evaluation and reporting of the adopted KPIs;
- Liaison with the South African Cities Network; and
- Reporting to the Council.

5.2.2 Sector Coordinators

Sector Coordinators are appointed by the Municipal Manager or his designates (Executive Managers) for each of the four sectors namely;

- Infrastructure
- Environment and Culture
- Economic; and
- Social

Managers are preferable for coordinating at local sectors and representing Municipality at Provincial and National sector meetings. They might delegate their immediate reports not under level 5 (assistant Managers except in case where the coordinator does not have an assistant then the immediate report can be delegated.).

Sector Coordinators are responsible to;

- Liaise with the Sector Lead Departments Provincially and nationally;
- Keep abreast with sector specific developments;
- Liaise with and represent the WLM on the relevant provincial EPWP sector Coordinating Committees;
- Draft a sector plan (a framework for sector plans is included in Annexure A);
- Monitor, evaluate and report on sector specific KPIs; and
- Disseminate sector specific information to the dedicated EPWP Champions identified by each of the UACs and Departments.

5.2.3 Learnership Coordinator

The Learnership Coordinator is appointed by the Municipal Manager or his designate. Learnerships require a combination of classroom/workshop and practical work. The Learnership Coordinator is responsible to :

- Coordinate and integrate the projects suitable for learnership programmes across all four sectors;
- Monitor and report on the overall status of the Municipality's Learnership Programme, and
- Liaise with Regional Directors.

5.2.4 Responsibilities of the UACs and Departments

The UACs and Departments are responsible for:

- The appointment of a dedicated EPWP "Champion";
- The selection of suitable projects for inclusion in the Municipality's EPWP;
- Participating in setting task rates for workers to be employed on labour intensive projects;
- The identification of projects which are suitable for inclusion in the Municipality's learnership programmes;

- Ensuring that the planning, design and contract administration of labour-intensive works are carried out by consultants who have completed the necessary skills training; and
- Monitoring and reporting on the implementation of EPWP projects.

5.2.5 Projects Managers

The Project Managers are responsible to:

- Ensure that information on the extent and impact of the EPWP in a section is communicated to all the stakeholders including the Ward Councilors.
- Keep a record and provide information to a central database on emerging contractors, learner contractors and the availability of local labour in the Wards
- Facilitate and arrange appropriate awareness campaigns among local communities to illustrate the benefits of labour-intensive infrastructure projects whilst at the same time dispelling any misconceptions on the quality of the works thus created.

5.3 KEY PERFORMANCE INDICATORS (KPIs)

The following KPIs are applicable to the implementation of all projects which form part of the EPWP;

5.3.1 Employment Opportunities

The number of employment opportunities created, irrespective of the duration of each of the jobs, during the period under review.

5.3.2 Person-days of Employment

The number of person-days of employment created during the period under review. This is calculated by aggregating the duration of each of the job opportunities created and dividing the total by the appropriate unit (days, weeks or months). The result is the number of person-days for any given review period.

5.3.3 Project Budgets

The total expenditure aggregated for all EPWP projects inclusive of all the sectors, Infrastructure, Environment, Social and Economic.

5.3.4 Person-Training Days

The total number of training opportunities aggregated and expressed in the equivalent number of person-training days.

5.3.5 Demographics

The number of job opportunities created for women, the youth and people with disabilities expressed as a ratio of the total number of job opportunities created for any given period, for each of the four sectors.

5.3.6 Expenditure Retained within Local Communities

The amount of the budget spent and retained within local communities through the procurement of goods and services from local manufacturers, suppliers and service providers is recorded for a given period.

5.3.7 Project Task Rates

Where applicable, rates for the same or similar tasks will have to be uniform for the Municipality. Task and time rates will have to comply with the terms of the Ministerial Determination. The rates have to be within the threshold of the ministerial determination.

To ensure compliance with the general requirements of the EPWP and specific requirements of any of the conditional grants such as the MIG, the UACs and Departments will have to record, monitor, evaluate and report on the KPIs in a standard and uniform manner.

6. IMPLEMENTATION FRAMEWORK

6.1 INTRODUCTION

The Integrated Development Plan (IDP) remains the principal strategic planning instrument and the IDP-process remains the vehicle for:

- Facilitating community participation in the planning process;
- Identifying community needs; and
- The prioritization and integration of these needs.

The essence of the policy objectives stated in this document are summarised by the following key words:

- **Creation of short term jobs** for the **unemployed** by **labour-intensive** means;
- **Development of skills**;
- **Development of SMMEs** and **emerging contractors** through appropriate **learnerships**; and
- **Procurement of goods and services** by **local manufacturers, suppliers and service providers**.

The approach to be adopted by the WLM is to unbundle existing and new projects

(where appropriate) into smaller projects, in order that the newly created projects satisfy the requirements of the EPWP in any one or a combination of the principles listed above.

The redefinition and unbundling of existing and new projects into projects that meet the requirements of the EPWP will in terms of the adopted KPIs, streamline and simplify the following auditing requirements:

- Monitoring and evaluation; and
- Status and progress reporting.

As a general rule, all programmes and projects (CAPEX, OPEX and the procurement of goods and services) are analyzed in this manner to identify elements suitable for inclusion in the Municipality's EPWP.

6.2 PROJECT LIFE CYCLE

Projects are usually divided into a number of project phases. Collectively the project phases are known as the project life cycle. Each project phase consists of one or more stages. The completion of a project phase is usually marked by a review of the deliverables due and the project performance to date.

Using the built environment as an example, the project phases comprising the project life cycle of a typical infrastructure project can be described as follows:

- | | | |
|----------------------------|---|--------------------------|
| • Initial Phase | - | Project Initiation Stage |
| | - | Feasibility Stage |
| • Development Phase | - | Planning Stage |
| | - | Design Stage |
| • Procurement Phase | - | Tender Stage |
| | - | Adjudication Stage |
| • Execution Phase | - | Construction Stage |
| | - | Close-out Stage |

It is during the Initial and Development Phases of the project life cycle that appropriate interventions will result in the optimisation of the EPWP outcomes of a project. This concept is aptly illustrated by the structured approach followed whilst implementing labour-intensive projects. The approach consists of the following steps:

- Compile a pre-feasibility report;
- Prepare a preliminary design report; and
- Complete the design.

Only if the Pre-feasibility report confirms the viability of the proposed project as a labour-intensive project will one proceed with the design, procurement and implementation stages of the project life cycle.

6.2.1 Project Initiation and Feasibility Stages

For all projects key elements that are addressed during the initiation and feasibility stages include the following;

- Suitability of the project for the application of labour-intensive methods
- Commitment from the WLM to the greater use of labour per unit of expenditure
- Ability of the Consultant to produce suitable designs and documentation for labour-intensive construction
- Acceptability of the project and availability of both skilled and unskilled unemployed labour within the community
- Availability of contractors (both local and otherwise) to carry out the work

6.2.2 Planning and Design Stages

Job creating opportunities are optimised through the application of labour intensive design guidelines during these stages of the project life cycle. Consultants appointed to carry out the design of labour-intensive works, must have completed the necessary skills training as adopted by the CETA.

6.3 EPWP MANAGEMENT PLAN

The EPWP Steering Committee is responsible for the compilation of an EPWP Management Plan.

The EPWP Management Plan describes the processes required to monitor, evaluate and report on the agreed EPWP KPI's.

The EPWP Management Plan consists of the following elements.

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Communication Management
- Sector Plans

6.3.1 Integration Management

EPWP projects will follow the existing project approval process as defined and coordinated by the Infrastructure Coordinating Committee (ICC) and captured on the Capital Investment Management System (CIMS).

6.3.2 Scope Management

Scope Management is the process required to ensure that all endeavors executed by the Municipality and its entities/service providers which satisfy the EPWP objectives are included in the Municipality's EPWP.

6.3.3 Time Management

A time plan indicating the sequence and estimated duration of each EPWP project will be prepared for each financial year.

6.3.4 Cost Management

Cost management is the process required to ensure that :

- The EPWP component of each programme/project budget is accurately determined and allocated;
- The EPWP cost baseline is established for the period under review (usually the current financial year);
- Factors that create changes in the cost baseline are identified timeously; and
- If and when changes to the baseline do occur, these are managed and controlled.

6.3.5 Communication Management

Communication management is the process to ensure the timely and appropriate generation, collection and distribution of project information.

Included in the Communication Management Plan are the following:

- The format, content and frequency of progress reports;
- An outline showing all the reporting relationships;
- A complete stakeholder contact list;
- Meeting schedules;
- A distribution schedule for the minutes of the various meetings; and
- Outlines of typical agendas for the various meetings.

6.3.6 EPWP Sector Plans

A framework for sector plans is included in **Annexure A**.

The compilations of Sector Plans are carried out by the Sector Coordinators. Sector Plans guide the implementation of the EPWP within each of the sectors. Sector Plans are reviewed annually to suit the Municipality's normal budgeting cycle.

6.4 GUIDELINES FOR THE IMPLEMENTATION OF EPWP PROJECTS

6.4.1 Infrastructure Projects

All the UACs and Departments involved in the provision of infrastructure are expected to contribute to the EPWP. Conditions placed on the Municipal Infrastructure Grant (MIG) require that municipalities use the “Guidelines for the Implementation of Labour-intensive Infrastructure Projects” for the identification, planning, design and construction of every project financed through the MIG. International and local experience has shown that with well-trained supervisory staff and an appropriate employment framework, labour-intensive methods can be used to successfully implement projects involving inter alia;

- Low-volume roads
- Sidewalks
- Stormwater drains; and
- Trenching etc.

On the basis of this experience the UACs and Departments are required to carry out these projects utilising labour-intensive methods.

It is important to understand what is meant by *labour-intensive*, so by definition:

Labour-intensive construction is the economically efficient employment of as great a proportion of labour as is technically feasible throughout the construction process to achieve the standard demanded by the specification; the result being a significant increase in employment being generated per unit of expenditure by comparison with conventional equipment-intensive methods. Therefore, labour-intensive projects are meant to mean those projects in which the labour content has been optimised and will in most projects comprise between 30% and 80% of the project costs. The approach to be adopted by the CoJ in the implementation of labour-intensive construction projects is that existing and planned projects are reviewed to incorporate the philosophy of labour-intensive construction. The “Guidelines for the Implementation of Labour-intensive Infrastructure Projects” provides a framework for the implementation of labour-intensive projects under the EPWP and gives guidance on:

- The identification of suitable projects
- The appropriate design for labour-intensive construction
- The specification of labour-intensive works; and
- The compilation of contract documentation for labour-intensive projects

6.4.1(a) Responsibilities of the UACs and Departments

The UACs and Departments involved in the provision of infrastructure are responsible for;

- The selection of projects;
- Setting task rates for workers to be employed on labour-intensive projects in conjunction with the Infrastructure Sector Coordinator;
- Identifying projects which are suitable for inclusion in the Municipality’s Learnership Programme;
- Ensuring that the planning, design and contract administration of labour-intensive works are carried out by consultants who have in their employ persons who have completed the necessary skills training Contractors

- Setting targets in accordance with the adopted KPIs; and
- The monitoring, evaluation and reporting of the KPIs.

6.4.2 Guidelines for Other Sectors

Once guidelines on the implementation of projects for the other sectors (social, Environment and Economic) are published, these guidelines will be included in the Municipality's EPWP policy document.

6.5 EPWP TARGETS FOR THE WLM

Preliminary EPWP targets for the next five years are summarised in Table 6.1

Table 6.1 : WLM – Preliminary EPWP Targets (2012/13 to 2015/16)

SECTOR	PRELIMINARY TARGETS	
	No. of Jobs*	No of Learnerships
Infrastructure	100 000	80
Environment & Culture	10 000	25
Social	7 500	To be determined
Economic	To be determined	To be determined

*The equivalent duration of the employment opportunities summarised in the table amounts to 3 months.

The above targets will be reviewed once KPI performance reporting takes place on a regular basis.

6.6 TRAINING REQUIREMENTS

EPWP related training requirements are summarised in the following sections.

6.6.1 Infrastructure

6.6.1(a) Public Sector Officials

Training for public sector officials is desirable but not mandatory. It is recommended that officials complete the following skills programmes :

Table 6.2: Training Requirements for Public Sector Officials/coordinators

	Position	NQF	Unit Standard Title
1.	Senior Management and Professionals	7	Develop and promote labourintensiveconstruction strategies
2.	Middle Management Technical	5	Manage labour-intensive construction projects
3.	Middle Management Administrative	5	Manage labour-intensive construction projects

Arrangements to be made with the LGWSETA and the CETA to make these courses more accessible to municipal employees.

6.6.1(b) Consultants and Contractors

Training for consultants and contractors is mandatory. Staff members are required to complete skills programmes as depicted in **Tables 6.3 and 6.4.**

Table 6.3 : Training Requirements for Private Sector Consultants

	Position	NQF	Unit Standard Title
1.	Person responsible for the design and documentation	7	Develop and promote Labour-intensiveConstruction Strategies
2.	Person responsible for contract administration	5	Manage Labour-intensive Construction project

Table 6.4 : Training Requirements for Private Sector Contractors

	Position	NQF	Unit Standard Title
1.	Site Agent / Site Manager	5	Manage Labour-intensive Construction Projects

6.6.1(c) Workers

Training of workers is provided by the Department of Labour. Workers are paid adaily allowance by the contractor (included in the project cost) whilst attendingtraining.

6.6.2 Other Sectors

Once completed training requirements for the other sectors will be included in the WLM EPWP policy document.

6.7 SKILLS TRANSFER AND LEARNERSHIPS

Learnerships are registered with the appropriate SETA in accordance with its internal procedures. All the parties are required to sign a learnership agreement. The Municipality will have to ensure that there are sufficient projects to satisfy the requirement of each learnership awarded to the Municipality.

6.7.1 Infrastructure Sector

As an additional means of building the capacity of the labour-intensive construction sector, the Department of Public Works (DPW) together with the Construction Education and Training Authority (CETA) has established a labour intensive contractor learnership programme. The aim of this learnership programme is to produce emerging contractors qualified to execute work in accordance with the “Guidelines for the Implementation of Labour-intensive Infrastructure”.

As part of the learnership programme learner contractors need to complete an appropriate mix of structured classroom training and workplace experience. The duration of each learnership will be approximately two years. Suitable learner contractors will have to be identified and selected.

6.7.2 Other Sectors

Once formally published, details of the learnerships available for the social, environment and economic sectors will be included in the relevant sector plans.

6.8 MONITORING AND EVALUATION

6.8.1 Infrastructure

Monitoring and evaluating compliance of contract documentation in terms of the “Guidelines for the Implementation of Labour-intensive Infrastructure Projects” will be carried out by the DPW. Apart from obtaining information on all project registration forms from the DPLG, the DPW has indicated that each Metro will be visited at least once every quarter.

6.8.2 Other Sectors

Once finalised the monitoring and evaluation requirements for the other sectors will be made available to the various Sector Coordinators.

6.9 PROGRESS REPORTING

Progress reports provide information on how the different resources are used to achieve the project objectives. Progress reports broadly consist of the following;

- Status reporting (current status of the project)
- Performance reporting (describing what the project has accomplished when compared with a given target or baseline)

Progress reports must be (SMART):

- Specific
- Meaningful
- Accurate
- Relevant; and
- Time-bound

While all the sectors share a need to communicate programme and project information, the means of dissemination may differ. The frequency and format of the EPWP progress reports will be determined by the Municipality's EPWP Steering Committee. This will be done in accordance with the requirements of the Sector Lead Departments (nationally) and the various grant funding mechanisms. The Sector Coordinators are responsible to compile sector specific progress reports.

ANNEXURE A FRAMEWORK FOR SECTOR PLANS

FRAMEWORK FOR SECTOR PLANS

The Sector Coordinators are responsible for the compilation of a Sector Plan for each of the four sectors. The Sector Plans will form part of the EPWP Management Plan. Sector Plans are represented in sections as depicted in **Figure A-1**.

6.10 Figure A-1: Document Format for a Sector Plan

Background (Section 1)	● ————— ●	Provides background on the sector in relation to the EPWP
Focus Areas (Section 2)	● ————— ●	<ul style="list-style-type: none"> Outlines existing poverty relief and employment initiatives Identifies priority areas to be targeted Identifies new programmes that could be Included as part of the EPWP
Scope (Section 3)	● ————— ●	Provides projected targets for each of the KPIs for the first five years.
Funding (Section 4)	● ————— ●	<ul style="list-style-type: none"> Includes multi-term expenditure projections for sector programmes Determine the conditionalities for grants Within the sector Identifies donor funding Outlines disbursement mechanisms
Institutional Arrangement (Section 5)	● ————— ●	<ul style="list-style-type: none"> Outlines liaison and coordination with Department and Provincial Sector Coordinating Committees Liaison wit UACs and departments Support with UACs and departments
Training and Capacity Building (Section 6)	● ————— ●	<ul style="list-style-type: none"> Identifies training requirements for workers Contractors, consultants and officials within The sectors Establishes links between training and exit strategies Outlines liaison and cooperation with relevant SETAs Identifies funding sources for training
Monitoring and		Determines specific monitoring needs for

Evaluation
(Section 7)

- — ● The sector
 - Outlines the integration of all EPWP
 - Monitoring and evaluation for the sector
 - Provides links with existing information
 - Management systems
 - Outlines integration with existing progress reports

ANNEXURE B

SHORT TERM ACTIONS

The short-term actions required are summarised in Table B-1 :

Table B-1 : Short-term Action Plan

ACTION	RESPONSIBILITY	TARGET DATE	STATUS
Adopt EPWP policy and implementation framework	Council	31 MAY 2012	Outstanding
Constitute EPWP Steering Committee	Municipal Manager	FEBRUARY 2012	Completed
Identify and appoint Sector Coordinators and Learnership Coordinators	Municipal Manager	30 June 2012	Completed
Identify EPWP Champions for UACs and Departments	Municipal Manager Ex. Managers	FEBRUARY 2012	Completed
Draft EPWP Management Plan	EPWP Steering Committee	30 JUNE 2012	Outstanding
Draft EPWP Sector Plans	Sector Coordinators	30 JUNE 2012	Outstanding
Evaluate and assess EPWP projects and programmes submitted by the UACs and department for implementation during the 2012/13 financial year	DPT&E	31 MAY 2012	Outstanding
Interact with UACs and department to finalise targets for the 2012/13 financial year.	DPT&E	31 MAY 2012	Outstanding



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WESTONARIA LOCAL MUNICIPALITY

ANNEXURE 15





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SECTION A

DRAFT PROPOSAL: INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

1. STATUS QUO ANALYSIS
2. ISSUES, GAP ANALYSIS, NEED ASSESSMENT, OBJECTIVES & TAGETS
3. DEVELOPMENT OF ALTERNATIVES AND SCENARIOS
4. IMPLEMENTATION STRATEGY
5. MONITORING AND REVIEW

REFERENCES

APPENDIX 1: DEFINITIONS



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1. STATUS QUO ANALYSIS

1.1. CURRENT POPULATION AND GROWTH ESTIMATES

Westonaria is a thriving town on the West Rand with a total population of approximately 19308. The daily population may fluctuate greatly as people move in and out of areas of employment and commercial centres.

Bekkersdal encompasses an area of 267 hectares which is strategically located \pm 8km to the north and \pm 5km east of Westonaria CBD. The total population in this area is approximately 68616. This area is also underlain by some of the most dangerous dolomite subsoil condition in South Africa. It is a culturally diverse community made up of various small ethnic groups with a rich history of struggle. Although the general impression is sadly that of overcrowding and poverty, the community is a peaceful, primarily urban community with a mining subsistent economy. There is about \pm 22 000 total population comprising of people from the backyard dwellings. These people will be accommodated once housing problems has been sorted out.

A new township called Simunye was developed 4km south of Bekkersdal in order to create sustainable urban environment with accompanying facilities for the region's expanding population and to move several thousands of people of geologically dangerous soil. A total population in this area is approximately 27744. There is about \pm 45 000 total population comprising of people who reside mainly at mine hostels namely Kloof Gold Mine, Placer Dome and Harmony Gold Mine who also contribute to the overcrowding when the mining industry retrenches.

A total population of about 3815 in Suurbekom, Waterpan plots, Waterworks and Vleikop is within Westonaria boundaries. It comprises of rural and partly informal settlement. These areas do not have access to regular waste collection service. It is estimated that Westonaria will have a growth estimate of about 3% in the next ten years due to reconstruction and development.

1.2 : DEMOGRAPHICS

Due to movement of people within Westonaria as a result of reconstruction and development, the latest figures are outlined as follows:-

TABLE C-1: Age Group Distribution

Years	Total	%
0 - 4	8 704	7,6
5 - 19	16 866	14,6
20 - 29	25 602	22,20
30 - 49	54 322	47,10
50 - 64	7 180	6,20
Over 65	1 734	1,50
Unknown	1 022	0,80
Total	115 272	100



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Table C- 2: Ethnic Group

African	Coloured	Asian	White	Unspecified	Total
101 699	435	111	12 104	923	115 272

Table C- 3: Population Growth Estimation

Area	2001	2011	2021	2031
Westonaria				
* Westonaria and its satellite areas	19 308			
* Bekkersdal	68 610			
* Simunye	27 744			
* Other	390			
Total	115 272			

Table C- 4 : Population and Number of household per area

Area	Population	% of Population	No. of Households	Estimated household No. of people
Bekkersdal (including informal settlement)	68 616	59,5	11 435	6
Westonaria	7 378	6,4	1 843	4
Simunye Proper	(10 506)	9,11	1 750	6
Simunye Ext. 1	5 604	4,86	933	6
Simunye Ext. 2	(11 634)	10,09	1 938	6
Protea Park	186	0,16	45	4
Hillshaven	2 074	1,79	517	4
Glenharvie	6 101	5,29	1 219	5
Venterspost	1 094	0,94	272	4
Nufcor/Waterpan	(423)	0,36	139	3
Libanon	1 606	1,39	400	4
Kloof Mine	446	0,38	110	4
Total	115 272	100	20 601	56



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1.2.1. Management Area

- Westonaria
- Hillshaven
- Bekkersdal
- Glenharvie
- Simunye
- Waterpan (mining village)
- Waterpan Plots
- Libanon
- Wagterskop Ext 2
- Nufcor (private township)
- Rand Water
- Libanon (mining village)
- Venterspost

Agricultural holdings areas

West Rand Agricultural Holdings:

- Ten Acres Agricultural Holdings
- Wagterskop Agricultural Holdings
- Waterpan Agricultural Holdings
- West Rand Garden Estates Agricultural Holdings
- Jachtfontein

Table C -5: Socio-economic Income

	Household Income R378 033 600	Individual Income	% of Population
None		1 640	1,42
R1 - R2 400		1 103	0,95
R2 401 - R6 000		1 685	1,46
R6 001 - R12 000		2 456	2,13
R12 001 - R18 000		2 267	1,96
R18 001 - R30 000		1 611	1,39
R30 001 - R42 000		1 149	0,99
R42 001 - R54 000		890	0,77
R54 001 - R72 000		824	0,71
T72 001 - R96 000		483	0,41
R96 0001 - R132 000		370	0,32
R132 001 - R192 000		146	0,12
R192 001 - R360 000		85	0,07
R360 000 +		25	0,02
Unspecified		8 438	7,32



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Not applicable		53	0,04
Total	378 033 600	115 272	100

1.2.2. ESTIMATED WASTE GENERATION FOR POPULATION

It is estimated that a person generates a half kilogram to one kilogram of waste per day and people in low income groups generally generates less waste as compared to high income groups. Table C - 6 indicates estimated waste generation rate to different socio-economic levels.

Table C - 6: Estimated Waste Generation for Population

Income Level	Population	Waste generation rate (kg/capita/annum	Waste generation Quantity
High & very high	8 026	0.365	2 929.49
Middle & high	8 933	0.320	2 858.56
Low to middle	2 538	0.274	707.74
Very low to low	41 007	0.228	9 349.59
Informal settlement	54 768	0.183	10 022.54
	115 272	1.37	157 922.64

1.2.3. WASTE GENERATION QUANTITIES

Table C-7: Summary of General Waste Types

Type of General Waste	Tonnes / Month
Domestic waste	985
Clean garden waste	120
Business waste	360
Industrial waste	485
Building waste	70
Illegally dumped waste	220
Street Cleaning waste	90
Problematic waste type	35
Recyclable waste	35
Total	2400



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2. DEVELOPMENT AND INFRASTRUCTURE

New Township establishment in process:

- Westonaria Extension 10
- Westonaria Borwa
- Syferfontein (Relocation of Bekkersdal / Waterworks informal settlement)
- Zuurbekom Station Township (Station houses)
- Westonaria Extension 11 (Industrial township)
- Westonaria Extension 12 (Westonaria station houses)

The possibility of Westonaria been amalgamated with Randfontein Local Municipality is still under discussion, no formal agreement has been given thus far. All planning activities are re-aligned with the 2016 Gauteng Strategic Vision.

3. LEGISLATIVE FRAMEWORK

There are numerous sources of legislations which will impact on the development of IWMP. The Table C- 8 shows a detailed overview of key legislations which are relevant to the development of IWMP

Table C-8: Applicable Legislation

Legislation	Scope
Constitution (act 108 of 1996)	The Constitution provides the overall parameters for developing an IWMP by, <i>inter alia</i> , specifying the powers and responsibilities of each sphere of government. It allocates responsibility for waste removal, waste dumps and solid waste disposal to local government. It also contains bill of rights, which must be upheld and given effect by government, including an environmental right.
National Environmental Management Act, 1998 (Act No. 107 of 1998)	This Act establishes the parameters for environmental governance generally. The Act also requires the submission of environmental implementation plans by provinces, which must be adhered to by local government.
Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)	The Municipal Systems Act, describes how the powers and functions allocated to local government must be managed. It does this by establishing principles, mechanisms and processes for local government including the way in which powers and functions should be exercised, public participation,



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	planning, human resource development and monitoring and standard setting
Environmental Conservation Act, 1989 (Act No. 73 of 1989)	The Environmental Conservation Act is the only Act, which specifically regulates waste management. It contains provision in respect of littering, requirements in respect of the disposal of waste and operation of a waste disposal facility.
National Environment management Waste Act (Act No 59 of 2008)	NEMWA came into effect on 01 July 2009. NEMWA aims to consolidate most of the previous Waste legislation into one framework Act. NEMWA has been developed as part of the law reform process enacted through the White Paper on Integrated Pollution and Waste Management and the National Waste Management Strategy (NWMS). However, current legislation will have to be complied with, especially when implementing the IWMP. The underlying government policy driving NEMWA is the NWMS (currently under review) with the general aim of complying with the following requirements: <ul style="list-style-type: none"> · Provide waste management services and the management of waste disposal facilities; · Compile and implement integrated waste management plans; · Compile and implement a waste management policy as part of the IDP; and · Develop and implement by-laws and ordinances in line with the national waste management policy and within provincial legislation and policies
Health Act, 1977 (Act No. 63 of 1977)	Section 20 of the Act places an obligation on local authorities to abate any nuisance in it's area of jurisdiction.
Polokwane Declaration (September 2001)	The Polokwane Declaration describes the need to reduce, re-use and recycle waste so as to protect the environment
Municipal by-laws	These by-laws have been passed in terms of Local Government Ordinance, 1939, which regulates waste and its management within municipal boundaries
SABS ISO 14001	ISO 14001 describes <i>inter alia</i> ,



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	pollution control and waste minimisation
Municipal Finance Management Act, 2003	The Act prescribes to municipalities how finances should be managed and controlled as well as budgeting requirements.
Mineral Act, 1991 (Act 50 of 1991)	Governs the disposal of solid waste generated by the mining sector.
The White Paper on Integrated Pollution and Waste Management (IP and WM)	It is part of South African government's efforts to meet the goals of Agenda 21, (DEAT 2000)
Road Transport Act	Provides for regulation of all transportation and compliance thereof.
Roads and Ribbon Development Act, 1940 (Act 209 of 1993)	Prohibits the deposition of waste near specific roads
Water Act	Prescribes to municipalities how water should be saved as a resource.



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4. CURRENT WASTE MANAGEMENT SERVICES RENDERED

4.1. COLLECTION

Westonaria local municipality has 11484 collection points in the formal settlement and about 9117 in informal settlement.

Storage

Types of storage used in the Westonaria jurisdictional area consist of the following:

- Residential premises uses black waste bags, 85 litre PVC and 240l bins for storage of waste.
- Business premises uses 1.75 m³ mini-mass containers and 210 litre drums and 240L bins.
- Containers for supplementary and special services:
 - 15 m³ mass container
 - 18 m³ mass container
 - 30 m³ mass container
 - Street pole waste bins : street cleansing
 - Concrete liter bins : street cleansing

The type of containers used in the different collection areas can be found in the table below:

Table C-9 : Types of storage containers

Collection Areas	Type of Container
Glenharvie	Bin liners, 240l wheelie bins and 18m ³ containers
Venterspost	Bin liners
Rand Water	Bin liners
Libanon	Bin liners
Protea Park	Bin liners and 240L wheelie bins
Westonaria	Bin liners and 240L wheelie bins
Hillshaven	Bin liners and 240L wheelie bins
Bekkersdal	240 litre Bin
Simunye	Bin liners and 240L wheelie bins
Wagterskop Ext 2	Bin liners
Waterworks	85L and Bin liners
Jachtfontein	Bin liners
Thusanang	85L and Bin liners
Businesses	1.75 m ³ & 210 litre drums , 240l wheelie bins and 18 & 30m ³ communal skips



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Industrial Sector	15 m ³ , 18 m ³ & 30 m ³ communal skips
Street cleansing	Street pole and concrete litter bin

Un-serviced Areas

About ±1022 households within the local municipality do not have access to regular waste collection service namely Agricultural Holdings. Residents in these areas bury their waste as a form of waste disposal. These areas are mainly rural and agricultural holdings areas and a plan for rendering a service to them is still a challenge in that Council does not have capacity to service these areas and the approach thereof.

4.2. TRANSPORTATION & TRANSFER

The transportation mentioned below is used for the waste removal service:

Table C-10 : Equipment used for the service of waste management

<u>Collection equipment</u>				
Collection vehicle type	No.	Part status	Age (years)	Comment
Roll on truck	3	Good	3 & 17	Spare status of two of the trucks is uneconomical and the rest is good
Grab	1	Good	14	The grab is uneconomical
Bell	1	Fair	14	The equipment has been declared uneconomical to repair with estimated repair costs of more than R200 000.00
Front end loader	1	Fair	21	Spares not available. (Parts are imported)
Compactors (REL)	3	Good	2,4 & 17	Spare status of one of the truck is uneconomical and the rest is good



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Table C-11 : Estimated Round Trip Distance (Km)

Collection Areas	Average Distance (km) per service point per day
Bekkersdal	45
Westonaria	65
Simunye Proper Simunye ext 1 Simunye ext 2	75
Hillshaven, Elsburg and Wagterskop	60
Glenharvie, Ethembeni & Leeudoorn married quarters	85
Venterspost, Libanon, Eskom	60
Rand Water, Nufcor, Waterpan & Suurbekom shops & garages	85
Shops/Businesses & Garages	60
Mines	160

Average distances travelled per round ranges from 62 kilometers for Bekkersdal area to 160 kilometers for the mines. The time travelled to these round trip distances at an average speed of 40km/h is in the order of 109 and 40 minutes respectively. Therefore it is estimated that the collection vehicles will be able to do 6 to 15 trips per day. These are estimated and should be verified for proper collection route planning and workload distribution.



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Table C - 12 : Summary of waste quantities, characteristics and practices

Waste Generation Area	Service Points	Waste Type	Waste removed daily	Rounds/day /vehicle	Distance per round	Distance to Disposal site	Approx. time per round	No. of crew	Frequency of collection
Bekkersdal	11 435	Domestic / Business / Garden	± 7.5 tons	9	45	17 km single	6 hours	8	Weekly
Simunye	4 621	Domestic / Business / Garden	± 5 tons	6	75	15 km single	6 hours	6	Weekly
Westonaria	1 843	Domestic / Business / Garden	± 6 tons	6	65	4 km single	6 hours	6	Weekly
Hillshaven, & Elsburg Wagterskop	517 45	Domestic / Business / Garden	± 6 tons	5	60	13 km single		6	Weekly
Venterspost, Libanon & Eskom	272 400	Domestic / Business / Garden	± 5 tons	5	60	12 km single	5 hours	6	Weekly
Glenharvie, ethembeni & Leeudoorn	1 219 110	Domestic / Business / Garden	± 6 tons	8	85	13 km single	5 hours	6	Weekly
Waterpan, Nufcor, Rand Water & Suurbekom shops and garages	139	Domestic / Garden	± 3 tons	7	85	18 km single	3 hours	6	Weekly
Shops &	260	Domestic /	± 4 tons	6	60	15 km	3 hours	6	Weekly



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Garages		Garden				single			
Greater Westonaria	8 Areas	Illegal dumping	± 28 tons	15	140	18 km single	7 hours	6	Weekly
Mines		industrial	± 56 tons	8	160	18 km single	7 hours	7	Daily

From the above table, it is clear that 70% of the equipment is older than ten years and that the equipment will require replacement in the next 2-3 years.



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SUMMARY OF WASTE QUANTITIES, CHARACTERISTICS AND PRACTICES

AREA	TYPE OF WASTE PER MONTH						SPECIAL
	DOMESTIC	INDUSTRIAL	GARDEN	BUILDING	BUSINESS	ILLEGAL DUMPING	
BEKKERSDAL	±160		±10	±15	±45	±80	±5
WESTONARIA	± 120		± 20	±20	± 160	± 10	± 30
SIMUNYE PROPER	± 110		± 10	±10	± 30	± 20	
SIMUNYE EXT 1	± 60		±10	±15	± 10	± 20	
SIMUNYE EXT 2	± 60		± 10	±10	± 25	± 20	
HILLSHAVEN	± 80		± 10		± 30	± 20	
GLENHARVIE	± 180		± 10		± 30	± 30	
VENTERSPOST	± 40		± 10		± 10	± 20	
WATERPAN/NUFCOR/RANDWATER	± 65		± 10		± 20		
WAGTERSKOP	± 30		± 10				
LIBANON	± 80		± 10				
BULK : KLOOF		± 180					
PLACER DOME		± 145					
HARMONY		± 100					
OTHER		± 60					
RECYCLABLE							
TOTAL	± 985	± 485	± 120	±70	± 360	±220	±35



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4.3. DISPOSAL SITE

4.3.1. Site description

The existing Libanon solid waste disposal site is located +-3,5km south west of the CBD at Westonaria and covers an area of 20ha. A further 20ha is to be developed in the future on adjoining land to the east of existing operations.

The site is trapezoidal in shape, it lies south of the Libanon Mine railway line. A large tailings dam (Libanon no1 Shaft Tailings Dam) borders the access road and waste site on the south. The nearest houses in Westonaria lie some 1000m due east of the site. The site is located on approximately 27°37'10" longitude and 26°19'30" latitude.

The average annual rainfall is approximately 671mm during November and March (rainy season). The average daily maximum temperature is 26,1°C and minimum daily temperature is 13,8°.

The waste type being disposed of is General Waste (G). The size of the landfill is classified as Medium (M) and climatic water balance shows that B is negative which classifies the site as G.M.B-. The current landfill site is operating on a concept license and is expected to reach maximum capacity and height in 2016. No alternative sites have been identified to succeed existing Libanon site. Investigations will have to be conducted in line with the minimum requirements of DWAF.

4.3.2. License and Permit

The site is temporarily licensed by DWAF and the reference number is 16/2/7/C231/DZ1/Z1/P1.

4.3.3. Closure Plan

The proposed final shape or closure plan of the landfill has been determined according to drainage and end-use requirements. The proposed end use of the site is open space.

The development of the site must be done according to an integrated landscape plan. The design and planning of the operation will ensure that the closure of the site coincide with the closure plan. As the site approached its final levels more accurate levels will have to be surveyed. This will ensure that the final gradients and drainage are correct.

4.3.4 : Landfill Site Evaluations

Landfill site evaluations were conducted by DWAF authorities for the past three (3) years and no written evaluation reports were given to Council. Such reports were reported at the Contractors Waste Management Forum Meetings co-ordinated by DWAF.

The latest site evaluation was conducted by GDACEL during March 2007 and a preliminary report was given, however, we were informed that such a report was not final since it has to be amended by the Head of the Department, but it was to give us a clear picture of what the final report might entail.

4.3.5. Waste disposed



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The volume of waste that is disposed of on site is estimated at about ±2400 tons per month including illegal dumping, condemned food-stuff and animal carcasses.

4.3. 6. Current Waste Minimization, Re-use and Recycling Initiatives

Council has for the past four years, recognised the reclaimers at the landfill site. Recycling Committee was established, a five year contract with the private contractor (A-Z Recycling) was signed for the collection of recyclable waste at the landfill site. The contract has since expired and the agreement is run on month to month basis. The Municipality is in the process of appointing another contract for collection of recyclables at the landfill site. A twenty (20) minute break is allocated for recycling for every truck that off-load the waste.

Community Based Organisations (CBO's) were encouraged to do recycling particularly at the mines and around mini-transfer stations. A recycling centre in Bekkersdal was established with a view to promote recycling and separation at source.

About ±97 tons of recyclables are recovered from the landfill site monthly. There are ±136 reclaimers making use of this facility and are exposed to diseases such as TB, viruses and influenza, etc. Most of reclaimers have been working at the landfill site for more than fifteen years.

Informal recycling is also done in the CBD area and is presently profit-driven. Lothlorine Waste Paper was buying such recyclables and they have since closed shop, no quantities are known.

4.3.7.Type of material recycled

Recyclable material reclaimed on site consist of plastic, waste paper, metal, tins, pet bottles, etc. Amount for selling such recyclables ranges from R0.20 cents per kilogram to R1.20 per kilogram. Each reclaimer receives about ±R250.00 per week.

4.3.8. Security and control points

Control points, weight-bridge or weigh-pad surveys as indicated in DWAF's Minimum Requirement have been constructed. Security personnel have been placed at the gate so as to control and register vehicles entering the site. Weighbridge is also operational. Two qualified waste inspectors have been appointed for inspection of waste entering the side. The Landfill site has been fenced.

4.3.9 Operations

The landfill was designed for a 20 year life of which it is already in its fifteenth (15) years of operation since its inception in 1997. Cover material for the life span of the landfill was calculated at approximately 151 674m³ with a total airspace requirement for the site estimated at 953 668m³ throughout the 20-year life.

Due to lack of control over the past years of the landfill, the said airspace requirement will never be accomplished and that will lead to the site's life span been shortened and therefore compelling the local municipality to start investigating on the extension of the existing landfill and or design of a



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new landfill site. The legislation requires as a minimum that waste has to be placed, compacted and covered daily to allow sufficient storm water drainage and prevent leachate production.

A bell Compactor utilized for these operations on a daily basis, currently broken and has been declared uneconomical to repair. Its availability was around 30% per annum due to mechanical problems. The latter created backlog in keeping up to the minimum requirements. External service provider was appointed for daily maintenance of the landfill site.

The landfill is being upgraded to comply with minimum requirements of. Mig is funding the Project. Waste Processing Plant' structure has been constructed and will be completed towards the end of 2016.

4.3.10. Transfer Station

Mini-transfer stations were erected at Simunye & Bekkersdal and licensed by DEA. The facilities were since vandalised by community members they are not complying with the minimum requirements of the licence. The Municipality has applied for funding from MIG grant for construction of complying Transfer Stations in these areas. Approval is being awaited in this regard. The Transfer Stations are highly needed to provide residents with alternative disposal are and to also serve as a mechanism of waste separation at source.



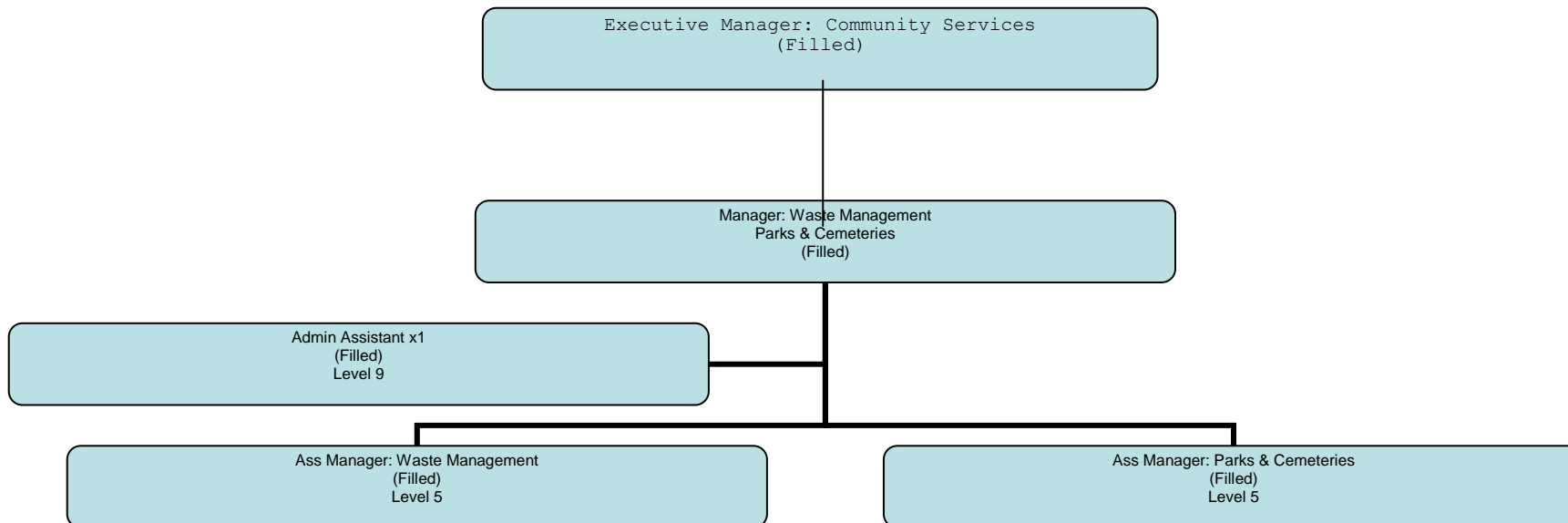
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5 ORGANISATIONAL STRUCTURE

The Department of Community Services within the Council's organogram is responsible for the management of collection and disposal of waste throughout Greater Westonia as well as the street cleansing and public facilities. The waste removal section has 98 employees and outlined as follows:

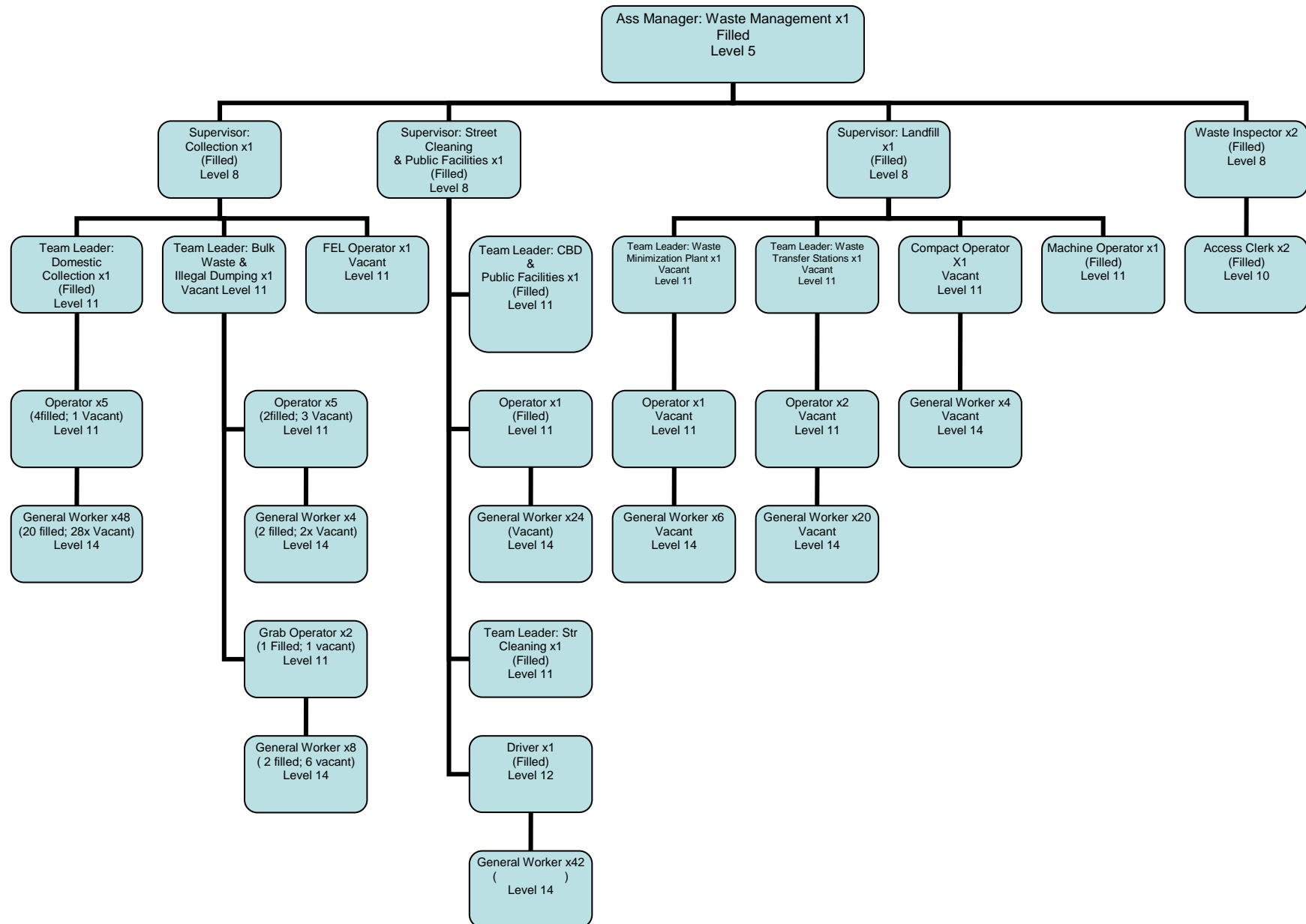
Table C 13.- Organisational Structure





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The vacant positions in the waste removal section are twenty two (22) and for the street sweeping team are twelve (12).

6: WASTE MANAGEMENT COSTS

6.1.Sanitary and Waste Removal Tariff

The tariffs that came into effect on the 1st July 2011 are tabled below for the different types of services.

Service	Tariff 2011/12
From a house/flat in proclaimed township per month	R 52.10
From a house/flat in un-proclaimed township per month	R51.78
1.75m ³ mini bulk container per week	R347.68
1.75m ³ mini bulk container twice per week	R547.40
1.75m ³ mini bulk container thrice per week	R861.25
1.75m ³ mini bulk container four times per week	R1145.27
1.75m ³ mini bulk container five times per week	R1431.60
Bulky refuse per m ³ or part thereof	R80.00
Building rubble per m ³ or part thereof	R80.00
15 m ³ bulk container	R1200.00
18 m ³ bulk container	R1440.00
30 m ³ bulk container	R2400.00
Businesses	R 91.41

Tariffs charged for the renting of bulk and other containers is dependent on the redemption of purchase price. The tariffs for the removal of dead animal carcasses vary from R5-00 to R80-00 per carcass.

Personnel Costs: 2011/2012

- Salaries including fringe benefits = R 11 539 630.00

Administration Costs

- General Expenses includes admin fees, protective clothing, fuel, oil, etc = R 1 723 444.00

Rental Costs

- No provision was made for 2011/2012 financial, the costs are estimated at R 3 932 673.00

Sundry Expenses

Includes maintenance, repairs and renewals = R586 649.00



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Overall Budget

The above highlighted expenses can be expressed in terms of the table below:

Expense	Annual Cost	Percentage	Income estimates
Salaries	R 11 539 630.00	40.9%	R 13 034 684
Admin Costs	R 1 723 444.00	6.1%	
Rental Costs	No provision (R1 500 000.00)	5.3%	
Sundry Expenses	R 3 932 673.00	13.9%	
Capital	R8 937 363.00	31.7%	
Operational	R 586 649	2.1%	
Total	R 28 219 759.00	100%	

7. STREET CLEANSING, COLLECTION AND PUBLIC FACILITIES

Litter picking is done on a day-to day basis in the areas most prone to litter. Labourers with wheelie bins, brooms and spades render the service. The refuse trucks then collect the litter during overlapping or by arrangement. Financial assistance is received from Gauteng Province to assist with cost implications. The financial assistance only maintains the litter picking service associated with Town and Ward areas. Other areas do not receive the service on regular basis.

The Municipality is implementing Extended Public Works Program funded by the Department of Public Works for cleaning of streets, public facilities and illegally dumped waste. Furthermore, Community Based Organisations are relied on for the rendering of street cleaning service. These initiatives tend to be a labour intensive system stimulating job creation and awareness.

Westonaria Local Municipality, has appointed external service providers/contractors on a twenty four months contract for the removal of domestic waste, cleaning of illegal dumping .

Weekly collection programme and time spent per service round for areas of responsibility can be found in the table to follow:

Table C-13: Weekly Programme

DAYS	Team 1	Team 2	Team 3	Team 4
MONDAY	SIMUNYE PROPER SIMUNYE EXT 1 SIMUNYE EXT 2 Phase 1,2, & 4	Bekkersdal formal	Shops & garages in Westonaria Simunye Ext 2 Phase 4	Zuurbekom side & Waterworks informal settlement
TUESDAY	GLENHARVIE LEEUDOORN MARRIED QUARTERS ETHEMBENI TOWNSHIP	TAMBO SECTION (INFORMAL SETTLEMENT)	GLENHARVIE EXT3 SHOPS & GARAGES IN WESTONARIA	Zuurbekom, Korekile homes
WEDNESDAY	HILLSHAVEN, ELSBURG, WAGTERSKOP EXT 2	HOLOMISA AND MANDELA SECTION (INFORMAL SETTLEMENT)	SHOPS & GARAGES IN WESTONARIA RAND WATER, NUFCOR, WATERPAN	Thusanang & Jachtfontein
THURSDAY	LIBANON,	SPOOKTOWN &	SHOPS &	Clinics &



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	ESKOM AND VENTERSPOST	SILVERCITY (INFORMAL SETTLEMENT)	GARAGES IN WESTONARIA	Schools
FRIDAY	WESTONARIA EXT 1-5	SKIERLIK AND LOANS (FORMAL SETTLEMENT)	SHOPS & GARAGES IN WESTONARIA EXT 6-8	Small Shops and Butcheries



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2. ISSUES, GAP ANALYSIS, NEED ASSESSMENT, OBJECTIVES & TARGETS

2.1. INTRODUCTION

Based on the status-quo analysis, meetings and questionnaires distributed to the communities, a number of issues were mentioned with regard to existing systems and improvements thereof.

When identifying issues, gaps and needs, short, medium and long term objects of NWMS and principles of the National Environmental Management Act (NEMA) need to be considered as well as other applicable legislative requirements. With regard to general waste, a number of priority initiatives in which the Municipality will be required to play a leading role, is to

- implement general waste collection services in un-serviced or poorly serviced areas, including new areas.
- Develop recycling centres;
- Promote separation at source;
- Minimise the environmental impacts of waste disposal facilities and litter;
- Develop and implement a Waste Information System (WIS);
- Capacitate people and create jobs;
- Ensure that sufficient waste disposal sites will be planned, permitted and developed at regional level.

2.2 GAPS AND NEEDS

Gaps and needs that have been identified in the existing system, are commonly caused by:

a. Institutional and Organisational

The municipality seems to have adequate staff to manage the waste services in the area of jurisdiction as per the organogram. In reality, there is shortage of personnel in the waste management section in that most employees do not report for work due to illness and some have retired and died. These employees are not replaced and it causes a strain in service delivery.

The personnel also require training in software and other aspects to further improve their skills.

b. Regulatory

The regulations on National level are adequate and kept up to date with current waste management demands and challenges. On Municipal level, the current By-laws are in place but require enforcement and updating to ensure that the regulations are used to protect the public health and the environment.



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c. Socio-economic

A large majority of the residents are living in poverty and does not have means to pay for services. Due to high level of unemployment and lack of finance, it is difficult to keep up with the needs of the community. Level of payment for services has deteriorated and closure of businesses within the local authority also made the situation worse. It will however, require that the municipality review the status of indigents within the jurisdiction.

d. Technical and Operational

The equipment used for waste removal service is very old and due to lack of finance, it is difficult to purchase new modern equipment. Change in population, patterns and improvement in standard of living impacts on service delivery as we rely mostly on modern technology to deliver our services.

It has been highlighted that municipal vehicles experience a lot of breakdowns during collection. Waste is removed in the afternoons up to evenings which causes disturbances, noise and littering because bags would be torn apart by the dogs whilst placed on the pavement for collection. The municipality should however consider the replacement policy to address fleet problems in the waste section.

e. Insufficient waste disposal air space

Westonaria is known for its dolomitic land, their insufficient waste disposal air space and due to lack of control in the past years of the landfill resulted to insufficient air space. New landfill site will have to be considered at regional level. West Rand District Municipality has been engaged in discussions for the new regional landfill site and the matter has not been finalised due to conflicting issues regarding finances.

Poor landfill maintenance and impacts

- Non-compliance in accordance with minimum requirements for waste disposal by landfill, result in very low income generation since no proper mechanism for weighing exist.
- Small budget for maintenance and lack of machines hamper daily coverings and maintenance at the landfill site.
- Westonaria Local Municipality does not have facilities for disposal of hazardous and medical waste, resulting in increased illegal dumping to avoid costs of proper disposal since there's expensive transportation of such waste to other facilities for disposal.
- Soil and ground water can become polluted by landfill site if leachate (liquid formed during decomposition of disposed waste material) moves through surrounding soil and enters ground water. Leaching of heavy materials and hazardous chemicals could be dangerous to plants, animals and people.
- Poorly managed landfill site could contribute to air pollution. Hazardous substances such as benzene, methane, naphthalene,



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trichloroethylene, trichloroethylene decompose and create volatile gasses. If they become concentrated in pockets, they can become explosive.

- Bad odours are common during wet summer season when the landfill sites are kept moist. High temperature facilitates decomposition of waste and production of odours, landfill waste is usually covered in soil and rubble daily to reduce odour problems.
- Communities located close to landfill sites can be impacted on by air pollution and landfill gas. If not managed properly, volatile organic substances and landfill gas can be present in residential areas adjacent to landfill site. These substances causes burning eyes, sore throats and headaches. It attracts flies, rats, snakes, etc. which can spread to surrounding communities.

f. Illegal dumping and littering

Lack of information, waste minimisation and recycling initiatives, people has made it a practice to dispose of waste at open spaces, vacant/unused stands, street corners, etc. Storage bins provided by the municipality is also a contributing factor.

Findings : Bekkersdal.

Entrances

- Residents from Tambo Section dump building, garden, domestic waste and dead animals e.g. dogs, cats, etc along both sides of the road.
- Waste is dumped just next to the bulk containers provided by Council.
- Some children relieve themselves next to refuse.
- Municipal vehicles service Tambo Section on a daily basis but a lot of waste is still dumped illegally.
- Apart from the piles of waste on different places, loose papers could be seen lying around.
- People who use public and private transport, some of them throw papers/containers, after eating or drinking through the windows.
- Street vendors also contribute to littering problems in that they operate illegally from different points where Council is unable to provide bins.

Stormwater Channels

- Residents who reside in areas which lie along these channels use them for dumping. Some of those residents who make use of the bucket system do make use of these channels.



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- In some areas, waste is dumped on the edge of these channels such that it is difficult to collect.
- Waste deposited into these channels create a nuisance and thus serving as a barrier for the constant flow of water inside the channels.
- Residents are exposed to communicable diseases such as TB, diarrhoea, cholera, etc.
- Cleaning of these channels requires specific machineries and personnel which are presently not available.

Open spaces and unguarded buildings

- Any open space is literally used for dumping.
- Unguarded buildings such as schools, churches and houses are also used by members of the community as a dumping facility.

Since the cost of cleaning up illegal dumping makes a substantial portion of waste budget, the main causes includes poor collection services, lack of law enforcement and lack of education and awareness.

Impact

- Illegal dumping and littering causes pollution and degradation to the environment.
- Illegal dumping of waste on land and into storm water channel contributes to soil and water pollution.
- It is also impacting on bio diversity and recreational value of open spaces.

g. Waste Minimisation and Recycling

Currently there is no capacity or expertise within the municipality to develop and drive waste minimisation and recycling initiatives. The public is encouraged to participate in recycling initiatives and to support the recycling depot established in Bekkersdal. There is no recycling budget so it is difficult for the municipality to drive the process one hundred percent. In this regard, private initiatives has been recorded thus far.

This is the aspect that requires the most attention to monitor the areas and types of waste generated and recycled within the area of jurisdiction.

h. Financial and Local Economic Development (LED)

The waste management budget is far too low to render the waste removal services in Greater Westonaria. This is as a result of New developments and construction of low cost housing establishment with which since its establishment, the budget and resources were never increased. It created a burden on existing staff and resources and thus resulted in poor waste services. Closure of businesses and retrenchments at the surrounding



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mines has created overcrowding and further increased the rate of unemployment. Majority of households in Westonaria do not pay for services.

A strong LED policy will have to be drafted to ensure that unemployment which has adverse impact on the environment is contained. Recycling initiatives, support for Small Medium Micro Enterprises (SMME's) and establishment of Municipal Service Partnerships (MSP's) and Public Private Partnership (PPP's) as part of job creation should be stressed.

i. **Social**

Inputs from the communities and their representation regarding the development and improvement of the service has been invited and taken into consideration on several occasions. However, there is limited education and awareness programmes due to financial constraints. The importance of rate payments has also been highlighted.

3. **SWOT ANALYSIS**

In order to categorise the needs within the municipality, a SWOT analysis was done. The results of the analysis should be taken into consideration during this updating of the IWMP and alternatives.

3.1. **STRENGTH**

The strong points are limited to the following:

- Existing functional collection service
- Manpower and equipment not suitable for work required
- Garden, building rubble and bulk waste services are rendered
- Collection equipment in reasonable working order
- Call centre for logging of problem with the service
- By-laws that address the current needs and provide a basis for waste regulation

3.2. **WEAKNESSES**

Insufficient resources such as the following can be seen as weaknesses:

- Lack of fleet replacement policy
- Waste Management Services not rendered in the Agricultural Holdings and Newly Demarcated Areas
- No proper Recycling Plan in place for the landfill sites at source
- No accurate measurement of the waste entering the landfill site
- No scientific research programme is in place on Waste Management in Westonaria area

3.3. **Opportunities**

The opportunities within the areas consist of:

- Improving the participation of the industrial and mining sector
- Improving the awareness of the community and increase the involvement of the community through well structured and managed programmes
- Funds available for the maintenance of vehicles
- Contracting out of the landfill site management
- Standardise on single residential storage container



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- Development of a regional landfill site in the municipal jurisdictional area
- Make use of a mobile scale to obtain more accurate tonnages
- Update by-laws to include all areas within the jurisdictional boundary and IWMP
- Integrated Waste Management to be coordinated by the district to enhance uniformity

3.4. **THREATS**

Threats has been identified as being:

- Culture of non-payment of rates halters the financial viability of the service
- Management of the waste site not according to legislation and guidelines
- Hazardous waste entering the landfill site and polluting the groundwater
- Waste minimisation program not implemented and national objectives not met
- Total breakdown of service due to lack of resources such as funds and manpower
- Informal housing on landfill site
- Scavengers on the landfill site creating a security problem and liability for the management of the site.

4. **LEGISLATION**

- The Environment Conservation Act, 1989 (Act 73 of 1989) requires that all landfill sites meet defined minimum standards.
- The Roads and Ribbon Development Act, 1940 (Act 21 of 1940) prohibits the deposition of waste near specified roads.
- The Minerals Act, 1991 (Act 50 of 1991) governs the disposal of solid waste generated by the mining sector.
- The Local Government Transition Act, 1993 (Act 209 of 1993) prescribes the powers and duties of Metropolitan Councils in relation to issues like waste disposal facilities.
- The White Paper on Integrated Pollution and Waste Management (IP and WM) is part of the South African government's efforts to meet the goals of Agenda 21 (DEAT, 2000).
- The Health Act, 1977 (Act No 63 of 1977) provide for the promotion of the health of people and for mechanism to ensure that this objective is achieved.
- Hazardous Substances Act No 15 of 1973, provides for disposal of empty containers by Local Government.
- Road Transport Act provides for regulation of all transportation and compliance thereof.
- Local Municipal By-laws on solid waste provides for solid waste management within municipal boundaries.



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5. WASTE GENERATION QUANTITIES

The Table indicates current estimated waste quantities generated in each area per month.

Suburb	Domestic	Garden	Building	Business	Illegal Dumping	Special	Growth Estimate 3%
Bekkersdal	± 120	± 10	± 10	± 20	± 60		3,6
Simunye 0	± 020						0,60
Simunye X1	± 03 0		± 10		± 10		0,90
Simunye X2	± 030		± 10		± 10		0,90
Westonaria	± 40	± 20	± 20	± 60	± 10	± 15	1.2
Venterspost	± 020				± 10		0,60
Glenharvie	± 040	± 20		±20	± 30		1,2
Hillshaven	± 020	± 10		± 10	± 10		0,60
Waterpan/ Nufcor	± 015						0,45
TOTAL	±405	± 070	± 10	± 150	± 190	± 15	± 12,15

N.B The growth estimates are based only on the domestic waste.

As the living standard of population improve or worsen, the amount of waste generated per service point will have to be adjusted. Since it is estimated that Westonaria Local Municipality's population growth rate will increase by 3% from 2011 - 2016, the amounts indicated below for domestic waste (excluding garden waste) has been calculated as follows :

0,29 tons per annum

Formula: $G \frac{[(1+I)^N - 1]}{I}$

$$\begin{aligned}
 G &= \text{amount generated in 2012} = 28\ 800 \\
 &= T - \text{population} = 264\ 435 \\
 &= \\
 N &= \text{number of years} = 5 \text{ years} \\
 I &= \text{expected growth as decimal value} = 0.03 \\
 &= 28\ 800 \left[\frac{[(1+0.03)^5 - 1]}{0.03} \right] \\
 &= 152\ 903
 \end{aligned}$$



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Business and industrial waste to be generated in future will be difficult to estimate since some businesses are closing down, whilst some industries will not experience any expansion. It is therefore estimated that Waste Generation for Greater Westonaria will be 152 903 for the next 5 years.

Un-serviced areas mentioned in the status quo analysis will have to be serviced. Poor level of service, especially in all wards has to be improved. The only way to do that is to change the transportation and establishment of Municipal Service Providers (MSPs) or alternatively outsourcing of Westonaria Waste Removal.

6. Collection Needs

About 1022 households do not have access to waste removal services with an estimated 900 housing units to be relocated from Bekkersdal should also be considered, especially with regard to transportation of waste.

Due to insufficient education and awareness programmes, lack of By-Law enforcement, limited recycling participation and initiatives by the communities and poor collection frequency particularly in Bekkersdal & Simunye and Glenharvie, illegal dumping has reached unprecedented proportions. Approximately R550 000.00 p.a. is used for cleaning of illegal dumping.

6.1. Waste transportation and waste transfer

As part of IWMP, waste collection fleet should be critically analysed. Waste collection fleet currently used for the service is indicated below. Although it has already been stated in the status quo analysis, this determines efficiency with regard to each vehicle.

Vehicle Type	Qty	Age Years	Years to be usable	Parts readiness	Availability %
Roll-on Truck	4				
Nissan UD 98		8	2	Available in Gauteng (2-5 days)	30%
Toyota 16-177	1	16	1	Available in Gauteng (2-5 days)	30%
Nissan UD 290	1	± 3	5	Available in Gauteng (2-5 days)	90%
Compactor (REL's)	4				
Nissan UD 98	1	16	2	Available in Gauteng (2-5 days)	40%
Toyota Hino	1	16	1	Not Available	10%
Nissan UD 80	1	3	5	Available in Gauteng (2-5 days)	90%
Nissan UD 330	1	± 15	3	Available in Gauteng (2-5 days)	30%
Grab (crane)	1				



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Isuzu F80	1	15	1	Available in Gauteng (2-15 days)	30%
Bell Compactor	1	13	0	Not available (only Bell Company can maintain)	0%
Tractor with Trailer	1	± 17	1	Available in Gauteng (2-5 days)	50%
Front End Loader Furukawa FL 150	1	± 15	1	Not available (Parts are imported)	0%
Isuzu Tipper Truck (Leased)	1	5	1	Available in Gauteng (2-5 days)	70%
GWM LDV	1	2	5	Available in Gauteng (2-5 days)	90%
Nissan LDV	1	3	5	Available in Gauteng (2-5 days)	90%
Ford LDV	1	15	3	Available in Gauteng (2-5 days)	50%

Communal skips

No. of service points without bins	No. of service points with inadequate bins	No. of damaged communal skips	No. of service points for un-serviced areas
8 950	520	35	1 022

The Table indicates costs for transporting a tonne of waste per waste transport vehicle from each generation area to the disposal site, since each vehicle has an economic radius within which it should operate.

Economic radius for each vehicle has been determined as follows:

- Tractor and trailer (open trailer) ± 15 km
- Tipper truck (5 m³) ± 15 km
- Rear end loader (up to 19 m³) ± 30 km

Area	Vehicle Type	Km Travelled p/d	Costs for collection
Bekkersdal	Nissan UD 80 X 1	± 45	± R4079.36 per vehicle per day. (incl. Labour)
Simunye	Compactor (REL) x 2	± 75	± R4858.65 per day including labour per vehicle



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Westonaria	Compactor (REL) x 2	± 65	± R4858.65 per day including labour per day
Hillshaven, Elsburg & Wagterskop	Compactor (REL) x 1	± 60	± R4858.65 per day including labour
Glenharvie, eThembeni & Leeudoorn	Compactor (REL) x 1	± 85	± R4858.65 per day including labour
Venterspost, Libanon & Eskom	Compactor (REL) x 1	± 60	± R4858.65 per day including labour
Waterpan, Nufcor, Rand Water & Suurbekom	Compactor (REL) x 1	± 85	± R4858.65 per day including labour
Shops & Garages	Compactor (REL) x 1	± 60	± R4858.65 per day including labour
Mines and businesses	Roll On x 3	± 160	± R3690.96 per day including labour.
Illegal Dumping Costs			
Bekkersdal	Grab x 1	± 60	R2435 per day.
Simunye	Grab x 1	± 40	R2435 per day.
Westonaria	Grab x 1	± 30	R2435 per day.
Hillshaven	Grab x 1	± 50	R2435 per day.
Glenharvie	Grab x 1	± 100	R2435 per day.
Venterspost	Grab x 1	± 40	R2435 per day.
Disposal Costs			
Area	Vehicle Type	Km Travelled per day	Cost for Maintenance
Libanon Landfill Site	Bell Loader Compactor	± 6 hours per day	R2043 per day
	Front End Loader	± 6 hours per day	R2043 per day
	Tipper Trucks x 1	± 30 km per day each	R2440.96 per day
	Personnel	± 8 hours per day	R2440.96 per day
	Security	± 24 hours per	R 7700.00 per day



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		day	
TOTAL			R6 526.96 per day

6.2. Transfer needs

Based on the above table, it is clear that economic radius for each vehicle has been exceeded. Establishment of more transfer stations in waste generation areas should be considered.

6.3. Disposal Site

Disposal costs indicated above would be reduced if suitable machinery could be purchased and if control points and weight bridge facility could be erected. Future site development has to be considered.

As Westonaria Local Municipality does not have much land to work on, closing down of the existing landfills could also be considered and diversion of waste to other disposal sites or investigation of new landfill site should be taken into consideration.

An investigation/feasible study by the West Rand District Municipality (WRDM) with regard to regional landfill site should be concluded.

6.4. Waste minimisation, Recycling and re-use initiatives

As indicated in the status quo, only $\pm 35\%$ of recyclables are reclaimed from the disposal site monthly. To be in line with the principles of NEMA, development of buy back centres within waste generation areas should be considered. A programme for promoting re-use and recycling initiatives and separation at source should be established. This will save the existing landfill air space.

The system should include technology to recapture the energy contained in waste and encourage small scale waste recycling initiatives that support urban and rural waste management. It should also provide income generating opportunities.

The approach to integrated pollution and waste management spelled out in the White Paper on Integrated Pollution and Waste Management in South Africa (March, 2002) requires a shift from control to prevention:

- Minimise and/or avoid the creation of pollutants and waste;
- Minimise and/or avoid the transfer of pollutants from one medium to another;
- Accelerate the reduction and/or elimination of pollutants;
- Minimise health risks and impact;
- Promote the development of pollution prevention technologies;
- Use energy, materials and resources more efficiently;
- Minimise the need for costly enforcement;
- Limit future liability with greater certainty;
- Limit costly clean-up practices;
- Promote a more competitive economy;
- Reduce human impact on the environment;



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- Enhance the quality of life, and
- Ensure intergenerational equity.

6.5. Air space requirements

Due to lack of control over the past years of the landfill, it will be difficult to establish future waste disposal air space requirements in that the operational plan for the landfill was not used accordingly and Minimum Requirements were not taken into consideration - landfill air space was wrongly consumed. The technical assistant must do a survey to recalculate landfill airspace. This would only be achieved once control points are erected.

The Waste management section has submitted a licence request for landfill site to DEA with extension of height restriction to improve the air space and life span of the landfill site.

6.6. INSTITUTIONAL AND ORGANISATIONAL NEEDS

A communication system in terms of waste management has been developed. Effectiveness of the waste management service, capacity planning and implementation of projects has to be identified. As Municipal Service Partnerships (MSP's) continuously formed, contract management, monitoring and enforcement has to be considered. Waste Information System (WIS) has been developed.

7. SETTING OF OBJECTIVES & TARGETS

For the municipality to achieve goals set out by NWMS, objective and targets has to be set out at local level. Since gaps and needs has been identified, strategic and operational objectives has to be set.

7.1 Aims and Objectives

- To provide adequate, reliable and affordable service to inhabitants of Greater Westonaria.
- To extent waste collection, waste transportation, waste treatment and disposal facilities to all communities including rural areas.
- To assist in waste management services to the country as a whole.
- To protect the health of the population.
- To control population of eco-systems.
- To generate employment and income for the community members involved in waste collection.
- To empower communities to take responsibility for their cleanliness in their urban environment.
- To work towards an effective Integrated Waste Management Plan.
 - ❖ Minimization of waste generation
 - ❖ Maximize waste recycling and re-use
 - ❖ Ensure safe and environmentally sound waste disposal.



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Strategies to achieve these objectives

- To enhance community participation in the design of local Integrated Waste Management Plan.
- Empowerment and creation of SMME's by developing skills.
- Reduce waste at source by encouraging recycling and re-use.
- Develop Parks & Recreational facilities to eliminate illegal dumping.
- Erect Transfer Station at the disposal site for waste separation and recycling.
- Erect waste quantification system at the disposal site for income generation.
- Apply best practices in developing the local Integrated Waste Management Plan.
- Improve communication and public awareness campaigns.
- Extend collection service to rural communities by providing communal skips and/or 140 lt bins at acceptable distances.
- Continuously engaging needs analysis programmes.
- Effective budgeting based on IDP's.

7.1.2 Strategic Objectives

- Viability of waste separation at source v/s separation at waste process facility to be investigated by June 2015.
- Waste separation at source program in high income areas will be fully implemented for waste generation areas (Westonaria, Hillshaven, Glenharvie, Libanon) by December 2015.
- Establishment of Municipal Service Partnerships (MSP's) in waste collection to be implemented by December 2016.
- Weight bridge and control points to be erected by June 2004.
- Disposal tariffs to be determined.
- Investigation of waste collection fleet by June 2014.
- A portion of waste stream is reduced at source, re-used or recycled/composted.
- Waste Management System in the Municipality shall become economically independent and profitable.

7.1.3. Operational Objectives



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- By December 2014 all un-serviced areas should have effective door to door waste collection service.
- All waste is disposed of in a manner that meets DWAF minimum requirements by December 2015.
- Illegal dumping of waste will be reduced by 50% from 5 000 ton per annum to 2 500 ton by December 2014.
- A new disposal site to serve waste disposal needs of Council is required by December 2016.
- The organisation will recruit/capacitate competent personnel that ensures efficient rendering service.
- That public and private sector be well aware of their duties and responsibilities regarding waste management.
- Enforcement of law with regard to illegal dumping should be implemented by July 2014.

8. APPROVAL AND ACCEPTANCE OF OBJECTIVES AND TARGETS

Public and Politicians have been introduced to education in the principles of solid waste management planning and that objectives needs to be accepted by public and endorsed by political representatives.

9. WASTE MANAGEMENT COSTS

The table shows the Total Activity Costs for waste management service per annum. See attached annexure. (Budget 2012/2013)

3. DEVELOPMENT OF ALTERNATIVES AND SCENARIO'S

To address backlogs, development of alternatives which could have a positive socio-economic impact, but which are economically sustainable, should be considered. The elements of waste management stated below will have to be considered:

3.1. STORAGE

The focus is to improve the level of service in that illegal dumping is increasing in our area with open spaces targeted for this practice. The major contributing factor is lack of adequate storage facilities. The following findings were published:

- Bins provided, particularly in the township, were far too small to cater for the number of tenants.
- Bins were not used for its purpose; it was used for storage of beer, clothes, water, etc.
- Communal skips provided were not structurally accommodative since residents were sending small kids to dispose of the waste. Residents who use wheelbarrows are unable to dispose of their waste properly.



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- Waste plastic bags, used mainly in Westonaria and its satellite areas, excluding Bekkersdal, are torn apart by reclaimers and dogs and further lead to littering.

To reduce illegal dumping and littering, provision of the latter is of importance.

Services areas	Number of Households	Type of Storage to be provided
Bekkersdal : Formal	2 200	240 litre bins
Informal	13 656	240 litre bins
Westonaria	1 843	240 litre bins
Hillshaven	517	240 litre bins
Glenharvie	1 219	240 litre bins
Venterspost	279	240 litre bins
Wagterskop	45	240 litre bins
Waterpan - mine houses	143	240 litre bins
Simunye ext 1-5	4 500	240 litre bins
Simunye Ext 1 & 2	2 871	240 litre bins
Nufcor	50	240 litre bins
Rand Water	20	240 litre bins
Zuurbekom Plots	350	240 litre bins
Waterpan Plots	143	240 litre bins
TOTAL	23 636	
Un-serviced Areas		
Vleikop	20	240 litre bins
TOTAL	20	
Churches		
International Pentecostal Church	1	18m ³ skip (2)
Thusong Baptist Church	1	18m ³ skip
Nazareth Baptist Church	1	18m ³ skip (2)
Waterworks Informal Settlement	250	240 litre bins



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The budget for the provision of storage bins will amount to R12 000 000.00 for the entire municipal area, including new developments, with which external funding will be applied for in this regard.

In order to promote separation at source and recycling, transfer station will have to be erected and provision of communal skips will have to be considered. Breakdown analysis for the provision of communal skips:

Area	Number of Skips (18 M ³)
Venterspost	4
Hillshaven	4
Simunye	16
Zuurbekom	4
Waterworks	2
Thusanang	4
Businesses	8
Schools	8
TOTAL	50

While the Municipality is considering erection of transfer stations, budget in the erection of transfer stations will have to be considered.

Costs involved in the building of each transfer station with recycling facilities.

Item Description	Quantity	Amount
Cement Bricks	4000	R6000.00
Cement	50 Bags	R3500.00
Ready Mix 15MPA	12m ³	R12 000.00
Building sand	6m ³	R3500.00
Brick force	6	R600.00
DPC	1	R180.00
4' Steel Poles	18m	R5000.00
LIP Channel 100 x 50 x 20	24m	R3600.00
IBR Roof Sheet	27m	R4000.00
Transportation @ R90.22 per hour	40 hours	R3608.80
6 Labourers @ R44.48 per hour	90 hours	R24019.20
Fencing @ R550 per	120m	R66 000



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meter		
Sorting bays	8	R40000.00
Total		R172008.00

Transfer Station: Ramp

Item Description	Quantity	Amount
Cement Bricks	4000	R6000.00
Cement	50Bags	R3500.00
Building Sand	4m ³	R12 000.00
Ready mix	6m ³	R3500.00
Brick force	10	R600.00
DPC	2	R180.00
Transportation @ R40 per hour	40 hours	R5000.00
6 Labourers @ R44.48 per hour	90 hours	R3600.00
Fencing @ R550 per metre	120 metres	R4000.00
Sorting bays	8	R40000.00
Total		R78380

3.2 COLLECTION

Household collection

From the feedback received on the questionnaires, it has been highlighted that municipal vehicles experience a lot of breakdowns during collection. Waste is removed in the afternoons, particularly at Bekkersdal township. Residents are exposed to odours, flies, etc, including spillages caused by workers in the process of waste collection. Fleet management problems have been identified and the replacement policy should be developed. Unfortunately due to high cost of vehicles, Council may opt for establishment of Municipal Service Partnership (MSP) and Public Private Partnership (PPP's) or outsourcing. These alternatives have to be thoroughly researched.

As an obligation on the municipality, residents are entitled to an efficient service with minimised environmental impacts. To continuously improve the level of service, the following aspects will have to be considered:

- Household waste will be collected from individual premises once a week, using a compactor with low-lifter for 240 litre bins.
- Three entrepreneurs per week will be identified and together with interested employees in the service to be sent for business skills training.



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- Five successful candidates will enter into a 3-year Municipal Service Partnership with Council.
- Continuous training will be conducted by the main contractor at an agreed tariff on contractual obligations.
- Community Based Organisations (CBO's) and Non Government Organisations (NGO's) will also be considered in the process of establishment of Municipal Service Partnerships (MSP's) as part of job creation and community empowerment.
- Development of Parks and illegal dumping cleaning will be done by plough back to communities by successful candidates.

Business Waste collection

- SMME's who will be selected to render the service will also remove business waste at individual premises once a week with a size and type of business being considered.
- The business to be supplied with 240litre bins or 18m³ container for storage.

Breakdown analysis for the provision of storage.

Area	No of Collections	Type of Storage
Westonaria	80	1.75m ³
Glenharvie	10	1.75m ³
Zuurbekom	10	1.75m ³
Waterpan	5	1.75m ³
Hillshaven	10	1.75m ³

- The tariff structure to be realigned together with Finance Department in consultation with business community.
- Further training will be conducted by the main contractor for management of the system at an agreed tariff on contractual basis for these SMME's.
- Recyclables be separated at source with creation of SMME's in consultation with recycling bodies and business community. (Incentives to be put on place).
- Waste Management Section to continuously assess waste categorisation at source to minimize risks.

Budget for the waste removal service, should it be rendered by SMME's discussed above.

Scenario 2: SMME's/ Employees in Service/Private contractor

Item Description	Qty	Expenditure	Income
Household income p.a (projected)			R8 700 000,00



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income) [R32.65 x 22203 households]			
Domestic and Business waste removal @ R18.00 per household	22203	R479 5848	
Disposal costs at R55.20 per ton	34560	R1 907 712	
Accounts delivery @ R12 000 per month	12	R144 000	
Admin costs @ R25 000 per month	12	R300 000	
Safety clothing for general workers @ R1032 p.a	14	R14448	
Deficit/Surplus		R 1 537 992.00	
TOTAL		R8 700 000.00	R8 700 000.00

Council will save approximately R1537992.00 if the service is rendered by the SMME's, Employee's in service or private contractors.

Scenario 3: MSP's Establishment

Item Description	Qty	Expenditure	Income
Household income p.a (projected income)			R8 200 000,00
Collection per skip per month @ R500 x 40	12	R240 000,00	
Disposal costs at R55.20 per ton	17 280	R953856.00	
Accounts delivery @ R12 000 per month	12	R144 000,00	
Admin costs @ R25 000 per month	12	R300 000,00	
Deficit/Surplus		R7062144.00	
TOTAL		R 8700000.00	R8 700 000.00

Council will save on company benefits.

3.2.1 STREET SWEEPING

Taxi ranks, public toilets and car wash bays

Council took a pro-active initiative by establishing Municipal Service Partnerships (MSP's) to assist in the affected relevant department since 2002. Lack of resources, shortage of personnel and financial constraints are mainly contributing factors towards the whole issue.

In terms of Section 19 of Environmental Conservation Act, 1989 (Act 73 of 1989) provides that no person may litter. The authority in control of or responsible for the maintenance of any place to which the public has access must provide containers for litter. The local government must therefore provide containers that are adequate and suitable for discarding litter at places under its control or maintenance.



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Section 19A provides for removal of litter. The authority in control of or responsible for the maintenance of a place to which the public has access, to remove litter that has been discarded, dumped or left behind at that place. The local Government will thus be responsible for removal of litter from a place under its control or maintenance including any pavement adjacent to that place, or land situated between the place and the street, road or site used by the public to get access to such place.

Section 24A empowers a competent authority to make regulations regarding the control of the dumping of litter, including the removal of litter, placing of containers for the dumping of litter and any other matter necessary to control and prevent littering.

In order to ensure that the Council complies with the above-quoted legislation, the following aspects will have to be considered:

- SMME's/MSP's to be created to clean, maintain grass, wash taxis, public toilets as well as litter picking within the vicinity.
- The Taxi Association, in partnership with Council will identify entrepreneurs who will be sent for business skills training and take over the management of the ranking facilities.
- Ten successful candidates will then enter into a 3-year MSP contract with Council.
- Training of these SMME's will be conducted by the Taxi Association and other stakeholders at an agreed tariff on a contractual basis.
- Recycling at the taxi ranks will be encouraged to reduce waste and promote re-use.
- Public education and communication on hygienic matters will be enhanced to minimise diseases.
- Toilet management will be strongly enforced to maintain high standards of cleanliness within the taxi rank areas.
- Toilet facilities will be improved so that it become acceptable to users/communities.
- Tariff set-up on the use of these toilets, water and removal of communal skips will be realigned with the Finance Department.
- Taxi Rank community will also be engaged in this process for full taxi rank waste management and development strategies.



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This Table indicates the cost involved in the provision of containers for litter in places where there is no such provision and public awareness.

Area	Type of Storage	Unit Price	Total
Bekkersdal	Concrete Bins x 5	R450,00	R 2250.00
Glenharvie	Concrete Bins x 5	R450,00	R 2250.00
Zuurbekom	Concrete Bins x 5	R450,00	R 2250.00
TOTAL			R6750,00

Awareness Programmes

Activity	Budget	Frequency	Price
Awareness: Posters, Road shows, pamphlets etc.	Transportation : 200 km @ R1,70 x 4 (Quarter) = R1 360,00. Overtime : 40 hours x (1,5) @ R44.48 p/h x 2 (employees) x 4 = R21350.40	Quarterly	R5440,00 p.a. R85401.60
Education Ward meetings	Transportation : 200 km @ R1,70 x 4 (Quarter) = R1 360,00. Overtime : 40 hours x (1,5) @ R44.48 p/h x 2 (employees) x 4 = R21350.40	Quarterly	R5440,00 p.a. R85401.60
Information Sharing : Newsletters	Transportation : 200 km @ R1,70 x 4 (Quarter) = R1 360,00. Overtime : 40 hours x (1,5) @ R44.48 p/h x 2 (employees) x 4 = R21350.40 Printing @ R0,70 per newsletter x 45000 = R31500,00 Distribution @ R50 per person per day x 50 x 12 =R30 000.00	Quarterly	R5440,00 p.a. R85401.60 R126000.00 R120000.00
Skills Development : Workshops, Seminars, etc.	Transportation : 200 km @ R1,70 x 4 (Quarter) = R1 360,00. Catering: @ R30.00 per person x 10 x 4 delegates =R1200.00 Facilitator: @ R60.00 per hour x 8 hours x 4 = R1920.00	Quarterly	R5 444,00 R1200.00 R1920.00
TOTAL			R527088.80

The awareness programme should be financed from the capital budget.



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3.2.2 SPECIAL WASTE COLLECTION

3.2.2.1 Medical Waste

It was established that some medical practitioners were disposing of their waste within the waste bags and some are dumped at open spaces which poses risks on the health of employees and the community. An initiative was taken to register medical practitioners within the municipal boundaries so as to ensure that medical waste is disposed of properly and the database was submitted to GDACE in order to be incorporated in their database.

The main purpose of the Health Act, 1977 (Act No 63 of 1977) is to provide for the promotion of the health of people and for mechanism to ensure that this objective is achieved. It therefore falls within that category of legislation that focuses on the potential health implications associated with waste.

Section 20 of the Act places an obligation on the local authority to take lawful and reasonably practicable measures to maintain its district in a hygienic and clean condition and

"(b) To prevent occurrences within its district of

- (i) any nuisance
- (ii) any unhygienic condition
- (iii) any offensive condition
- (iv) any other condition which will or could be harmful or dangerous to health of any person within its district or the district of any other local authority or where nuisance or condition referred to in sub-paragraph (i) - (iv), inclusive has so occurred, to abate or cause to be abated, such nuisance or remedy, or cause to be abated, such nuisance or remedy, or cause to be remedied, such conditions as the case may be"

Because waste generation and its disposal have the potential to cause situations referred to in points (i) - (iv) above. This section could be used to regulate waste.

To ensure that environmental impacts and health hazards are minimized, the following factors will have to be considered in the handling of medical waste, i.e.

- Separate SMME's be created to render the service in consultation with all affected communities.
- Form partnerships with PIKITUP, Buhle Waste, etc. to assist with regard to collection of medical waste at a special tariff (to be paid by Medical Practitioners).
- Medical waste to be collected by a contractor at an agreed tariff and disposed of at a permitted medical disposal site for treatment.
- Training to be conducted by main contractor at an agreed tariff on contractual obligations.
- Public education will be enhanced to ensure proper handling of medical waste.



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3.2.2.2 Hazardous Waste

Due to lack of control and resources/capacity in the handling of hazardous waste, Council is obliged to ensure that such waste is taken care of in order to prevent the development of conditions dangerous or detrimental to health. In terms of Hazardous Substances Act No 15 of 1973, where disposal of empty containers by Local Government for Category B Group 1 substances it must refer to Regulation GGS 467 of 25 March 1977.

From the quoted legislation, the following aspects with regard to regulation of hazardous waste will be deemed as follows:

- Flammable containers and substances to be collected separately.
- SMME's to be created to render the service in consultation with affected parties.
- Training to be conducted by a main contractor at an agreed tariff on contractual obligation.
- Contagious waste is to be collected and disposed of accordingly i.e. dead animals, rotten chickens etc, in accordance with minimum requirements.

3.2.2.3 Bulky Waste

This type of waste is not removed on a routine basis. As per the advertising on Roads & Ribbon Development Act, 1940 (Act 21 of 1940), it regulates the depositing or leaving of disused machinery or refuse near certain public roads. Council may remove the objects which have been left next to a road in contravention of the Act and recover the cost of the removal from the person who left it there. As required in the IWMP the provision of the latter will be of importance.

Separate SMME's could be created to render the service e.g. demolishers of old buildings.

- Assess the goods to determine the possibility of re-use, i.e. reclaimable such as bricks, roof sheets, steel, etc.
- Antique collectors, second-hand dealers and scrap metal dealers to be identified.
- Abandoned goods and vehicles should be impounded and later auctioned.

3.2.2.4 Communal Skips collection

For Council to render efficient service to the communities, provision of communal skips is of importance. These skips are used for illegal dumping, and by businesses and industries. For improvement in the level of service, the following aspects will have to be considered.

- Three entrepreneurs per ward be identified and the interested employees in the service be sent for business skills training.



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- Community Based Organisations (CBO's) and Non Government Organisations (NGO's) will be consulted in the process.
- Three successful candidates or successful CBO's will enter into a 3-year MSP agreement with Council through the main contractor.
- Further training will be conducted by the main contractor.
- Industrial waste to be collected at individual premises within Greater Westonaria.
- Council will provide a container where it is not available.
- Roll-on truck (22t) will be used to collect these communal skips.
- The collection levies is R31,92 per cubic metre (m³).
- Please note that different services subsidizes the other for budgetary purposes.
- An awareness programme will be conducted by the department.
- Environmental Health Officers to be engaged for waste categorization at source to minimise risks.
- The tariffs on mini-transfer communal skips will be determined from household tariffs.

3.2.2.5 Bulk/Quoted Waste

Due to unavailability of vehicles within the section, the below-mentioned aspects will be of assistance in terms of the above.

- This service will be delivered by Council with the use of a grab machine where a skip bin is not required.
- Where a skip bin is required, a contractor will deliver the service for Council.
- Costs are as follows :

a. Building rubble	-	R76.60 per ton
b. Garden waste	-	R38.13 per ton
c. Soil	-	R441.00 per hour
- Creation of SMME's is to be done at a later stage after thorough consultation has been done on quantities and costs.
- Planning Department to inform the section on development of new houses/renovations that are taking place for building rubble removal in order to provide a skip.

4. TRANSPORTATION

Vehicle purchased in this section are not suitable for the waste removal service. Waste is double handled as there is no capacity. Some vehicles and machineries are too old to exercise its duties and unavailability of spares,



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shortage of personnel, particularly at the Mechanical Workshops, contributes to the problem.

For efficient service delivery to our communities, the latter is of importance :

- Transportation will be based on an average of 2 500 km per motor for both compactors and communal skips trucks.
- Waste compactors with low lifter system will be used to accommodate 240 litre bins and 18 m³ bins.
- Communal skips from transfer stations to be transported directly to the landfill site.
- Communal skips will be removed by 11:00 on 22 ton trucks on a daily basis, depending on the volume of waste being disposed of in the skip.
- Waste collected will be transported to the transfer station at the landfill site for separation and recycling.
- Remaining or general waste will then be transported from transfer station to the landfill site for treatment.
- The department will ensure compliance of the Road Transport Act.

5. TRANSFER STATION/WASTE PROCESSING FACILITY

- Hazardous waste will be separated from non-hazardous and to be disposed of accordingly.
- Recyclables will be reclaimed and stored separately for daily collection by Contractor.
- Garden waste will be separated from different waste streams to allow composting management.
- SMME's to be created for composting management.
- Roll-on trucks will be used for transporting waste to the landfill site for treatment.
- Recycling bodies and communities will be consulted for full participation on recycling.



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6. DISPOSAL

A new disposal site will have to be planned and permitted at either local or regional land. Since the District Municipality have competency in respect of landfill sites, in this scenario, planning of the site will have to be done locally to accommodate the needs of the residents. The following will have to be considered:

- Only general waste will be accepted at the landfill site.
- Waste will be placed, compacted and covered on a daily basis as guided by minimum requirements.
- No recycling will be allowed at the working face.
- Remedial work will be done on completed phases to ensure that erosion, gas generation, etc, does not take place after completion.
- A tariff of R46 per ton will be charged for all users entering the site and the money will be used for landfill maintenance.
- Canteen and change rooms will be erected.
- Security guards will be deployed at the site to guard against illegal dumping.
- Landfill site will operate only at 07:00 – 16:00.
- Weekend arrangements will be done in consultation with all parties.

The Table indicates cost required for the landfill site per annum.

Item description	Quantity	Amount
Personnel		
Operator	1	R79 814.43
Cashier	1	R53 967.53
Security	Unit	R62 125.05
Loader Operator	2	R74 886.36
Truck Driver	1	R68 582.05
Total		R339375.42
Plant & Machineries		
Compactor/Dozer (lease)	1	R739 200.00
15t Tipper Truck (lease)	1	R539 088.00
Weight Bridge/Scale 40t	1	R350 000.00 once off
Communal Skip bins	8	R308 000.00 once off
Computer	1	R 18 000.00 once off
Total		R1 954 288.00
Land & Buildings		
9 Office Building	2	R350 000.00 once off
Office Furniture	2	R 60 000.00 once off
Transfer Station	1	R170 000.00 once off
Waste Processing Facility	1	R7 300 000.00 once off
Total		R7 880 000.00



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7. EVALUATION OF VARIOUS SCENARIOS

As it has been indicated in the development of alternatives, as a way to improve service delivery and to reduce operational costs in the near future, the alternatives listed will have to be evaluated to determine the most suitable and sustainable scenarios.

The Table indicates scenarios to be evaluated

Scenario Number	Description	Issues/Concerns/Implications/Constraints
1	"Living with status quo"	No recycling of resources, accumulation of waste in un-serviced areas, continued subsidization.
2	SMME's and Employees in Service/Outsourcing of waste removal Service/Private Contractors	
	1. Implemented mandatory requirements as per NWMS and other legislation 1. Identification of Entrepreneurs and interested Employees 2. Provision of storage bin 3. Erection of mini-transfer stations at low income areas. 4. Law enforcement, especially on illegal dumping.	Recovery of resources, savings in landfill air space usage, reduction in gaseous emission. Unit costs may increase, jobs could be created, lack of capacity at municipal level <ul style="list-style-type: none"> • Illegal dumping will be reduced • Costs of cleaning up will be saved. • Reduced occupational injuries. • Lack of finance to kick start the process. • Unserviced areas will be accommodated. • Promote separation at source. • Promote recycling and re-use. • Jobs will be created. • Improved service delivery • Lack of finance at municipal level • Reduced illegal dumping • Lack of political influence, public resistance to law enforcement initiative • Resistance with regard to Unions • BEE will be promoted
3.	MSP's Establishment	
	1. Collection (all types of waste indicated above)	



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Scenario Number	Description	Issues/Concerns/Implications/Constraints
	1. Implemented mandatory requirements as per NWMS and other legislation	<ul style="list-style-type: none"> • Community upliftment • Skills development • Job will be created through MSP's • Improved performance • Resistance with regard top Unions • Financial costs associated with establishment of MSP's at Municipal level • Recycling initiative will be achieved • Public participation will be promoted • Improved level on payment of services • Less environmental impacts and risks • Training will be achieved • Incentives/income will increase • A plan on zero waste will be achieved <p>Recovery of resources, savings in landfill air space usage, reduction in gaseous emission. Unit costs may increase, jobs could be created, lack of capacity at municipal level</p>

ASPECTS TO BE CONSIDERED WHEN SCENARIOS ARE EVALUATED

	<u>Transportation</u> <ul style="list-style-type: none"> • Fleet change • Implementation of mandatory requires as per the Road Transport Act 	<ul style="list-style-type: none"> • Improve service delivery • Compliance with regard to RTA • Financial costs associated with fleet change at Municipal level • Increase in occupational injuries • Lack of capacity at municipal level • Cost savings with regard to fleet change
	<u>Transfer Station/Processing</u> <ul style="list-style-type: none"> • Separation at source • Recycling & composting • MSP's/SMME's establishment • Training 	<ul style="list-style-type: none"> • Reduce environmental impacts and risks • Recycling will be promoted • Air space will be saved • Jobs will be created through MSP's • Lack of finance/capacity at Municipal level • Skills development • Lack of landfill air space usage • Public participation and awareness
	<u>Disposal</u>	<ul style="list-style-type: none"> • Lack of land for new landfill site



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Scenario Number	Description	Issues/Concerns/Implications/Constraints
	<ul style="list-style-type: none"> Landfill air space usage Implementation of mandatory requirements as per NWM and other legislation Safety & Security Record-keeping New disposal site design 	<p>designed at Municipal level</p> <ul style="list-style-type: none"> Lack of capacity at Municipal level Landfill air space will be saved and lifespan prolonged Less environmental impacts and risks Compliance with regard to DWAF's minimum requirements Waste management audit will be achieved Increased income in Municipality Non-payment with regard to dumping fees Increased illegal dumping <p>Financial costs associated with landfill maintenance and clean-up</p>



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7.1. WASTE FLOW PATH ANALYSIS

The objective of developing waste flow paths is to track flow of waste so that costs can be designed to each activities associated with its management and scenarios compared accordingly. It could facilitate the development and evaluation of various scenarios and assist with identifying monitoring requirements.

This Figure indicates current and alternative future waste flow paths

Waste flow analysis for waste generation in Greater Westonaria as at October 2003

Scenario 1 : Living with the Status Quo

Waste generation in all areas in Westonaria :- 22203 collection points (household waste)	→	Collection by Aim Refutips x 2 Collection by 1 x tractor-trailer Collection by Compactor 3 x compactor (rear end loaders) Illegal dumping 2 x Grabs Bulk waste 3 x Rolon trucks :	→	Waste disposal facility : Libanon landfill site ± 1220 tons p/m by municipal vehicles only ± 1180 tons p/m by private vehicles
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Recovery at working face ± 35 t p/m of paper, metal, PET bottles
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Waste flow analysis for waste generation in Greater Westonaria: 2011

Scenario 2 : SMME's, Employees in Service, Private Contractors

Waste generation : Greater Westonaria :- 23225 collection points	→	Source Separation (dry & Wet fraction)	→	Collection of wet & dry fractions ± 2 800 tons p/m by SMME's/ Interested employees/Private Contractor
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Recyclables :- Plastic, paper, glass, metals :	←	Waste processing facility or Transfer Station
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± 800 ton p/m		
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Composting (garden & organic waste) ± 200 tons p/m	←	Waste disposal facility ± 1 800 tons p/m
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Scenario 3 : MSP's Establishment

Waste generation : Greater Westonaria :- 23225 collection points	→	Collection by rear end Loader: Municipality and MSP's	→	Waste processing facility/ Transfer Station
--	---	---	---	---



Recyclables :- Plastic, paper, glass, metals : ± 800 ton p/m	←	Composting management ± 200 ton p/m
--	---	-------------------------------------



Reducing illegal dumping and waste reduction by 80%, Promotion of Green space - 30% Less environmental impacts	←	Job creation by 2%
--	---	--------------------



Waste disposal facility ± 1 800 ton p/m	←	Awareness achieved by 60%
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Reduced landfill costs	←	Compliance : Minimum requirements, Landfill air spaced saved, Less environmental impacts and risks
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7.2 FINANCIAL ANALYSIS

The objective of financial analysis of the scenarios is to provide information on the future expected unit costs for each scenario. This would allow Council to make choices and prioritise options with regard to financial implication to the rate payer.

Tables indicated below shows preliminary financial analysis and expected unit costs for the IWM system.

7.2.1 - Preliminary financial Analysis

Scenario	Short Term (5 Year)		Medium Term (5-10 years)		Long Term (10 - 15 years)		Total
1. Status Quo	Capital	Average annual O & M costs	Capital	Average annual	Capital	Average annual	
Personnel		R230647		R13838820		R7184347	R21253814
Maintenance, repairs & renewals		R2287210		R22872100		R71243353	R96402663
General Expenses		R2390247		R13340159		R74452639	R90183045
Capital Expenses	R904027		R504564		R2815919		R4224510
Working Capital Reserve Fund (non payment)	R1375263		R1797415		R2349149		R5521827
Depreciation of Assets, Plant & equipment		R507088		R2830107		R4095107	R7432302
TOTAL	R2279290	R5415192	R2301979	R52881186	R5165068		

Legend: O & M Operational and Maintenance



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Scenario 3 MSP's Establishment	Short Term (5 Year)		Medium Term (5-10 years)		Long Term (10 - 15 years)		Total	
	Capital	Average annual O & M costs	Capital	Average annual O & M costs	Capital	Average annual O & M costs	Capital	Average annual O & M costs
Communal Skip Removal		R11251474		R6624926		R45632834		
General Expenses		R2265063		13336807		R91864599		
Disposal cost		R8872594		R61114884				
Roll-on Truck		R461599		R3179528		R59300411		
Personnel		R1425377		R9491586		R65378335		
TOTAL								

Legend: O & M Operational and Maintenance

Scenario 2	Short Term (5 Year)		Medium Term (5-10 years)		Long Term (10 - 15 years)		Total	
SMME's, Employees in service, Private contractor	Capital	Average annual O & M costs	Capital	Average annual O & M costs	Capital	Average annual O & M costs	Capital	Average annual O & M costs
Personnel		R8639527						
Plant & Equipment		R17279056						
Disposal Costs		R6903160						
General Expenses		R2191928						
TOTAL		R35013671						

Legend: O & M Operational and Maintenance

NB. Prices will be reviewed once Scenario's indicated has been scrutinised.



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Expected unit costs for the IWM System

Scenario	Short Term (5 Year)		Medium Term (5-10 years)		Long Term (10 - 15 years)		Total	
	Capital	Average annual O & M costs	Capital	Average annual O & M costs	Capital	Average annual O & M costs	Capital	Average annual O & M costs
Personnel								
Plant & Equipment								
Maintenance, repairs & renewals								
General Expenses								
Capital Expenses								
Land & Building contributions								
Depreciation of Assets, Plant & equipment								
TOTAL								

Legend: O & M Operational and Maintenance

NB. Expected unit costs will not be included. Actual amounts for selected scenarios will be reviewed once Scenario's indicated has been scrutinised.



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7.2.1 PRELIMINARY ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT

The scenarios should be subjected to a preliminary environmental and social impact assessment. The following environmental and social impact should be considered.

Education of environmental and social impact of the scenario

Impact Parameter	Weighing Factors	Rated Impact / Weighted Impact		
		Scenario 1 Status Quo	Scenario 2 SMME's/Private contractors/Employees	Scenario 3 MSP's Establishment
Air emissions	7	1	3	3
Health & Safety impact	7	1	3	3
Water emission	7	1	3	3
Noise impact	9	3	3	3
Land impact	7	1	3	3
Socio economic impacts	5	1	2	2
Traffic impacts	7	1	3	3
Employment impacts	5	1	2	2
Community & co-operation impact	5	1	2	2
TOTAL	59	11	24	24

Legends: Ratings 1-Significant impact
2-Moderate impact
3-Low impact
4-No impact

7.3. TECHNICAL FEASIBILITY ASSESSMENT

Technical feasibility assessment provides an indication of the long-term sustainability of scenarios or its aspects - aspects to be considered are;

- Technical complexity
- Technological maturity
- Input quantity and quality flexibility
- Local availability of the technology and serviceable of equipment.



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Since there are no incinerators or chemical treatment plants in this report, Technical complexity aspects evaluation will be omitted.

Evaluation of Technical feasibility of Scenarios.

Impact Parameter	Weighing factors	Rated Impact/weighed Impact		
		Scenario 1 Status Quo	Scenario 2 SMME's/Private contractors/Employees	Scenario 3 MSP's Establishment
Technological maturity	5	1	2	2
Input quantity & quality robustness	5	1	2	2
Local availability	6	1	2	3
TOTAL	16	3	6	7

Legends: Ratings 1-Significant impact
2-Moderate impact
3-Low impact
4-No impact

7.4. INTEGRATING THE EVALUATIONS

The purpose of integrating the evaluation of scenarios, is to determine which scenario would be most beneficial. This table indicates integrated evaluations

Evaluation of the financial, environmental & social and technical feasibility

Impact Paramet	Weighing factors	Rated Impact/Weighed Impact		
		Scenario 1 Status Quo	Scenario 2 SMME's/Private contractors/Employees	Scenario 3 MSP's Establishment
Preliminary financial analysis	3	-1	+1	+1
Preliminary environmental & social impact assessment	7	-1	+3	+3
Technical feasibility	5	-1	+1	+3



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TOTAL	15	-3	+5	+8
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Legends: Ratings 1 - Significant impact
2 - Moderate impact
3 - Low impact
4 - No impact

Positive and negative impacts should be indicated.

8. SUMMARY: DEVELOPMENT OF ALTERNATIVES & SCENARIOS

8.1.1. MAINTAIN THE STATUS QUO

The status quo could be maintained as a possible alternative, however a detail investigation as part of first generation IWMP will highlight the reason why this is feasible or not.

8.1.2. DEVELOPMENT OF REGIONAL LANDFILL SITE

The alternative has the objective to reduce the cost of developing a number of landfill sites, which is extremely expensive as all the investigations, specialist and construction costs has to be carried. The one regional site as opposed to a number of sites will carry the operational costs. This alternative may have a number of scenarios of which the practical and financial considerations will eliminate most of the scenarios. The possible scenarios could be:

- Development of a general regional landfill site
- Development of a co-disposal regional landfill site
- Development of large provincial landfill site near major roads or railway lines
- Include energy harvesting under carbon credit system as funding for the development of the landfill site

8.1.3. MINIMISE WASTE GENERATION TO EXTEND THE LIFE OF THE LANDFILL SITE

This alternative has the objective to reduce generation of waste in the area of jurisdiction to such an extent that the current landfill site will have longer life. Waste recycling, re-use or recovery can achieve the reduction of waste generation goals and objectives. This alternative may have a number of scenarios of which the practical and financial considerations will eliminate most of the scenarios. The possible scenario could be:

- Massive drive to increase the awareness of waste minimisation
- Employ a workforce to assist public and industry to minimise waste
- Amend the By-Laws to enforce waste minimisation and therefore place responsibility entirely on waste generator
- Investigate waste incineration and the relevant cost
- Investigate the exporting of waste to regional landfill site

8.1.4. PARTIAL TO FULL INVOLVEMENT OF CONTRACTORS TO RENDER THE SERVICE

The alternative will investigate the practical and financial considerations to eliminate the challenges associated with the service. The possible scenarios could be:

- Appoint a waste minimisation contractor
- Appoint a waste collection contractor



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- Appoint a waste transfer contractor
- Appoint a waste administration and logistics contractor
- Appoint a waste landfill management contractor
- Appoint a waste management contractor
- Appoint a waste management contractor for all functions associated with the service

8.1.5. RANKING OF ALTERNATIVES AND SCENARIOS

The ranking process will be required to assist in the selection of the alternative and scenario that best serve the goals and objectives of waste management services. The ranking system must be uniform for the district to assist in the evaluation of a district approach. It is expected that the alternatives and scenarios will differ slightly in format for each of the municipalities in the district area. The ranking results will differ considerably as this is area dependent.

8.1.6. SELECTION OF BEST ALTERNATIVES AND SCENARIOS

The alternative and scenario that best suites the municipality will be selected according to the ranking system. The selection will also be evaluated in terms of other municipal areas within the district to ensure a focused and common drive by the district.

4. IMPLEMENTATION STRATEGY

Once the preferred scenario has been accepted at political level, a strategy to develop and implement the IWMP should be drafted. The implementation strategy will have short, medium and long-term target dates that have to be met in line with the set targets.

The Implementation Strategy should describe

- Who will be responsible for the organisation, planning and implementation of the IWMP.
- How the IWMP will be integrated into IDP.
- The IWMP project implementation programme.
- The Public Participation programme.
- The financing of various projects within the IWMP (Financial Management).
- Legal aspects, such as the revision and development of new by-laws.
- How the tariff structure will be developed.
- A monitoring and review programme for the IWMP.

4.1 RESPONSIBILITIES AND ORGANISATIONAL STRUCTURE.

The department of Infrastructure: Development and Planning and its cluster management: Waste, Parks & Cemeteries, will be responsible for the implementation of the IWMP. As a way to improve service delivery, waste collection services will have to be upgraded and the by-laws will have to be reviewed. In terms of disposal facilities, the West Rand District Municipality will be responsible for identifying and application for permitting of new regional waste disposal facility.



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How is selected scenario and associated task influence the current structure?

Scenario 3

Scenario discussed above will not have influence on the current structure. Since there are vacancies within the new Council's structure, those vacancies would be used to implement the selected scenario. Costs would be saved in terms of various contributions by the employer. Involvement of MSP's will enhance job creation and it will assist Council in achieving principles set out in the NWMS. It will also assist Council to provide waste collection service at un-serviced areas as the project will be running in phases.

Scenario 2

SMME's, Private contractors or employees will not affect the current structure instead the responsibility of financial costs associated with the project will be on the shoulder of whoever is given the tender. Council will also assist in the process, and also manage the project from the beginning up to the end to ensure compliance and contractual obligations. Consultation with various stakeholders will be enhanced. Black Economic Empowerment will be promoted.

How can closer co-operation be achieved between various departments?

Various departments will be engaged for co-ordination in order to achieve our objectives. Departmental programmes will be encouraged so that there is less departmental conflict. Awareness programmes will assist in the whole waste management process.

Independence?

As per the new Council's structure, Waste Management's sub-division is independent with its Manager and line Supervisors.

4.2 INTEGRATION INTO IDP

The IWMP forms an integral part of the IDP and its associated financial plan though the NWMS established the basis for the development of the IWMP. As IDP is reviewed on an annual basis, the department responsible for Waste Management will be in a position to negotiate priorities in relaxation to other municipal services.

How?

Scenarios listed above will be selected according to needs and projects will be prioritised and operate in phases. Since the budgeting of the latter is of importance, availability of funds and public participation will enable Council to make informed decisions as to how and who will receive attention. At an annual review, IWMP scenario's will be scrutinized.

IWMP Project Programme

Time and project or activity programme is indicated on the Table. This is to ensure that various projects are synchronised and target dates are met.



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Activity	2011	2012	2013	2014	2015	2016	2017	2018
	Jul-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec
Investigation: Waste Separation at source v/s Waste processing facility								
Implementation: Waste separation at source program in high income areas (W/aria, Hillshaven, Glenharvie)								
Establishment of MSP's (In Phases)								
Weighbridge & Control Points								
Investigation: Waste Collection Fleet								
Unserviced Areas: Door to Door collection								
Compliance: DWAF Minimum Requirements								
Investigation: New Disposal Site								

Public Participation Programme

To continuously improve service delivery, information sharing and public involvement are critical elements in the waste management plan. The following programme should be considered:

- News letters to be distributed quarterly.
- Pamphlets and posters to be distributed quarterly whilst doing clean-up campaigns.
- Shortened versions of information to be distributed with municipal bills.
- Conducting ward meetings on a quarterly basis for continuous education and feedback.
- Develop web site for public to access waste management information
- Skills development by conducted workshops/seminars on quarterly basis for continuous education.

4.3 FINANCING AND FINANCIAL PROGRAMME

Funding for the financing of the projects could be raised internally, by loans, grants and public private partnerships. Investigations on aspects related to cost recovery and revenue generation from new projects should be undertaken.



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As listed in the development of alternative scenarios, elements of waste will have to be considered. The following Table indicates financial planning and budget for scenarios listed.

4.3.1. Projects that will require financing

4.3.1.1 Provision of storage

Storage bins will be needed for all households in Greater Westonaria. The financial cost for provision of storage is as follows:

Services areas	Number of Households	Type of storage	Unit Price	Total
Bekkersdal : Formal	2 200	240 litre bins	R400.00	R6315650
Informal	9117			
Westonaria	1 843	240 litre bins	R550.00	R1013650
Hillshaven	517	240 litre bins	R550.00	R284350
Glenharvie	1 219	240 litre bins	R550.00	R670450
Venterspost	272	240 litre bins	R550.00	R149600
Wagterskop	45	240 litre bins	R550.00	R24750
Waterpan - mine houses	143	240 litre bins	R550.00	R78650
Simunye Proper	1750	240 litre bins	R550.00	R962500
Simunye Ext 1,2,3 & 4	2 871	240 litre bins	R550.00	R1579050
Nufcor	50	240 litre bins	R550.00	R27500
Rand Water	20	240 litre bins	R550.00	R11000
TOTAL	20213			
Un-serviced Areas				
Vleikop	20	240 litre bins	R550.00	R11000
Zuurbekom Plots	350	240 litre bins	R550.00	R192500
Waterpan Plots	143	240 litre bins	R550.00	R78650



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Services areas	Number of Households	Type of storage	Unit Price	Total
Other	632	240 litre bins	R550.00	R347600
TOTAL	1022			
Churches				
International Pentecostal Church	1	18 m ³	R45 000	R45 000
Thusong Baptist Church	1	18 m ³	R45 000	R45 000
Nazareth Baptist Church	1	18 m ³	R45 000	R45 000
Waterworks Informal Settlement	250	240 litre bins	R550.00	R137500

4.3.1.2. Business Waste

- SMME's who will be selected to render the service will also remove business waste at individual premises once a week with a size and type of business being considered.
- The business to be supplied with 1.75m³ and 18m³ container for storage.
- Concrete bins to be provided within the CBD and business centers.

Area	Type of Storage	Unit Price	Total
Bekkersdal	Concrete Bins x 5	R450.00	R2250.00
Glenharvie	Concrete Bins x 5	R450.00	R2250.00
Zuurbekom	Concrete Bins x 5	R450.00	R2250.00
TOTAL			R6750.00

4.3.1.3. Public Participation Programmes: Costs

Activity	Budget	Frequency	Price
Awareness: Posters, Road shows, pamphlets etc.	Transportation : 200 km @ R1,70 x 4 (Quarter) = R1 360,00. Overtime : 40 hours x (1,5) @ R44.48 p/h x 2 (employees) x 4 = R21350.40	Quarterly	R5440,00 p.a. R85401.60



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Education Ward meetings	Transportation : 200 km @ R1,70 x 4 (Quarter) = R1 360,00. Overtime : 40 hours x (1,5) @ R44.48 p/h x 2 (employees) x 4 = R21350.40	Quarterly	R5440,00 p.a. R85401.60
Information Sharing : Newsletters	Transportation : 200 km @ R1,70 x 4 (Quarter) = R1 360,00. Overtime : 40 hours x (1,5) @ R44.48 p/h x 2 (employees) x 4 = R21350.40 Printing @ R0,70 per newsletter x 45000 = R31500,00 Distribution @ R50 per person per day x 50 x 12 =R30 000.00	Quarterly	R5440,00 p.a. R85401.60 R126000.00 R120000.00
Skills Development : Workshops, Seminars, etc.	Transportation : 200 km @ R1,70 x 4 (Quarter) = R1 360,00. Catering: @ R30.00 per person x 10 x 4 delegates =R1200.00 Facilitator: @ R60.00 per hour x 8 hours x 4 = R1920.00	Quarterly	R5 444,00 R1200.00 R1920.00
TOTAL			R527088.80

4.3.1.4. Erection of transfer station

Costs involved in the building of each transfer station with recycling facilities.

Item Description	Quantity	Amount
Cement Bricks	4000	R6000.00
Cement	50 Bags	R3500.00
Ready Mix 15MPA	12m ³	R12 000.00
Building sand	6m ³	R3500.00
Brick force	6	R600.00
DPC	1	R180.00
4' Steel Poles	18m	R5000.00
LIP Channel 100 x 50 x	24m	R3600.00



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20		
IBR Roof Sheet	27m	R4000.00
Transportation @ R90.22 per hour	40 hours	R3608.80
6 Labourers @ R44.48 per hour	90 hours	R24019.20
Fencing @ R550 per meter	120m	R66 000
Sorting bays	8	R40000.00

Transfer Station: Ramp

Item Description	Quantity	Amount
Cement Bricks	4000	R6000.00
Cement	50Bags	R3500.00
Building Sand	4m ³	R12 000.00
Ready mix	6m ³	R3500.00
Brick force	10	R600.00
DPC	2	R180.00
Transportation @ R40 per hour	40 hours	R5000.00
6 Labourers @ R44.48 per hour	90 hours	R3600.00
Fencing @ R550 per metre	120 metres	R4000.00
Sorting bays	8	R40000.00
Total		R78380

Scenario 2: SMME's/ Employees in Service/Private contractor

Item Description	Qty	Expenditure	Income
Household income p.a (projected income) [R32.65 x 22203 households]			R8 700 000,00
Domestic and Business waste removal @ R18.00 per household	22203	R4795848	
Disposal costs at R55.20 per ton	34560	R1907712	
Accounts delivery @ R12 000 per month	12	R144 000	
Admin costs @ R25 000 per month	12	R300 000	
Safety clothing for general workers @ R1032 p.a	14	R14448	



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Deficit/Surplus		1537992.00	
TOTAL		R8700000.00	R8700000.00

Scenario 3: MSP's Establishment

Item Description	Qty	Expenditure	Income
Household income p.a (projected income)			R8 200 000,00
Collection per skip per month @ R500 x 40	12	R240 000,00	
Disposal costs at R55.20 per ton	17 280	R953856.00	
Accounts delivery @ R12 000 per month	12	R144 000,00	
Admin costs @ R25 000 per month	12	R300 000,00	
Deficit/Surplus		R7062144.00	
TOTAL		R8700000.00	R8700000.00

Transportation Costs

Plant & Machineries		
Compactor/Dozer (lease)	1	R739 200.00
15t Tipper Truck (lease)	1	R539 088.00
Rolon Truck	1	R570 000.00
Compactor (REL)	1	R570 000.00
Total		R2 418 288.00

5. MODELS FOR OWNERSHIP AND OPERATION

Since there is lack of capacity/finance at Municipal level, Public Private Partnerships (PPP's) will have to be established. Although waste management is fully controlled by the municipality, PPP's will be engaged on contractual obligation to assist Council in kick-starting the process. MSP's/SMME's that would be created will be sub-contracted to the PPP's employed by Council. Training will be provided by these PPP's.

Projects will be done in phases.

6. FINANCIAL RISK ANALYSIS

The only risks that will face the Municipality and its partnership will be caused mainly by non-payment of services. It is the responsibility of both Municipality and PPP's to ensure that credit control policies in revenue are implemented and that jobs are created to enable the communities to pay. Closing down of businesses and retrenchment of employees, particularly at the mining areas, will also cause financial risk.

Non-availability of land will also cause financial risks as the Municipality and PPP's will not be able to expand its business wings. Fluctuation of



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population will also create a problem in that people move in and out of their commercial centres.

Lack of responsibility between public and private sector will cause a financial risk on the implementation of the IWMP.

6.1 FUNDING

Domestic and international sources of financing will have to be identified i.e. Provincial Government Department such as DEAT, DWAF, DPLG etc involved in Waste Management will be consulted for any grants needed for financial assistance.

- MIG
- Development Bank of S A
- Liaise with different stakeholders for international funding.

6.2 REVENUE GENERATION

- Recycling initiatives will enhance job creation and increase in payments.
- Disposal fees will be generated if weigh bridge is created.
- Operational costs, particularly on fleet, will be saved.
- Credit control policies should be implemented.
- Indigents database be updated for continuous payments.
- MSP's establishment to mobilise the communities
- Apply for project funding.

7. EVALUATE FINANCING POTENTIAL

As a way to improve service delivery, Provincial departments involved in the Waste Management should be consulted in kick-starting the processes of IWMP, Public Participation will also contribute in financial viability of the project. Private businesses will also be engaged to assist in achieving the set objectives.

Analyse financial performance

PPP's will be engaged to assist Council in delivering effective and efficient service delivery with less environmental impacts and cost-saving. A policy will be drafted to ensure that waste management service is operating at an acceptable level. To save costs, as well as the environment, law enforcement and mandatory implementation of legislation will have to be considered.

It is obvious that once the implementation of the IWMP is be on process, financial constraints/implications involve in IWMP's process is quite huge. To avoid negative financial impacts to the rate payers is to ensure that mandatory requirements on NMWS and other legislation are implemented. A plan for zero waste will assist in achieving strategic objectives. Waste separation at source should be highly encouraged so as to generate income for rate payers and introduction of policies with regard to waste separation at



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source. A portion of recyclables should be used for payment of services for each household. MSP's/SMME's will be engaged for this purpose.

8. INTEGRATED WASTE MANAGEMENT BY-LAWS

Existing waste management by-laws will have to be reviewed and adjusted to give effect to IWMP. New by-laws for the enforcement and implementation of IWMP initiative will have to be developed. Public participation programme with regard to new by-laws will have to be developed and un-serviced areas will have to be accommodated.

9. MONITORING AND REVIEW

Municipal systems Act makes provision for provincial and national monitoring and standard setting. The objective of this is to ensure that non-performances and misadministration at local municipal level is identified and addressed. The management system of the municipality should therefore be performance outcome based. Key Performance Indicators (KPI's) will have to be developed and performance targets be set. This will enable municipality to do self-evaluation and continuous improvement.

Performance monitoring, measuring and review are inter-related activities which provides different levels of analysis. In terms of principles of Total Quality Management (TQM), an important aspect when implementing the IWMP should be to monitor and review various aspects of the plan so that adjustment can be made to the plan as well as to develop Waste information System (WIS) to support strategic planning and effective monitoring.

The objectives of monitoring is to:

- Ensure that implementation of the IWMP is on track, within the time period allocated, that objectives are being met and that adjustments and requirements can be made where required.
- Continuously improve the quality of services rendered.
- Identify needs and problems that needs to be addressed.
- Fulfil the monitoring requirements as may be improved in terms of provision of applicable legislation.
- Fulfil the information needs of the public.

9.1 MONITORING

Monitoring is essential for strategic planning, performance assessment, both technical and financial compliance monitoring and public accountability.

Monitoring activities will include:

- Volumes and rates of waste generated, recycled and disposed.
- Collection services.
- Recycling and composting initiatives.
- Illegal dumping and littering.
- Effectiveness of legislation, regulations, ordinances and/or by-laws.
- Complaints received regarding poor waste management.



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- Communities' perceptions and opinions of level of service as well as waste management in general (number of recycling receptacles/garden sites, education, willingness to pay, etc.).
- Management and control of salvaging at landfill sites.
- Compliance of landfill sites to permit condition, RODs, etc.
- Finances, such as expenditure and income, payment for services, and recovery of costs, unit costs, etc.

KPI's will be developed for each program and for an overall performance of the plan.

Council's KPA's are outlined as follows:

- Sense of place and belonging
- Globally competitive
- Sustainable development
- Learning and growth
- Internal business processes
- Good governance

An annual report should be compiled and sent to DACEL as part of information requirements on the level of execution and sustainability of the IWMP.

9.2 **REVIEW**

The objective of reviewing the IWMP and its implementation is to ensure its continuing sustainability, adequacy and effectiveness. The review will be submitted to Council and GDARD and should be made available to the public.

Because the implementation of IWMP will take a number of years to complete, partial reviewing and updating of certain areas will be adequate. The IWMP will be reviewed in full every 5 years in line with planning time period.



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APPENDIX 1

DEFINITIONS

A

"abattoir waste" means waste generated as a result of commercial slaughtering in an abattoir as defined in the Abattoir .

animal carcasses

B

"bin" means a receptacle of capacity less than 1.5 m³ used for the temporary storage of waste on the premises of the generator of the waste.

"bin liner" means a loose plastic or other suitable material liner approved by the regulatory authority for use in the interior of a waste bin.

"building waste" includes all waste produced during the construction, alteration, repair or demolition of any structure, and includes building rubble, earth, vegetation and rock displaced during such construction, alteration, repair or demolition - see "construction and demolition waste"

"business waste" means general waste generated on premises used for commercial, retail and wholesale purposes.

"bulky waste" means general waste generated on any premises which by virtue of its mass, shape, size and quantity is inconvenient to remove in the routine door to door waste collection service provided by the local council.

C

"compost" means organic waste, including garden waste, which has undergone controlled aerobic microbial degradation, to produce a contaminant/nuisance free product of value as a soil conditioner.

"condemned food" means commercial food stuffs which could in any way pose a risk to human health.

"container" means a receptacle having a capacity greater than 1.5 m³ for the temporary storage of waste.

D

"dailies" means putrescible waste such as that generated by hotels, restaurants, food shops, hospitals, canteens, etc., that must be collected on a more frequent, normally daily basis, to prevent the waste from decomposing and presenting a nuisance, environmental or health risk.

"disposal site" means any facility designed, permitted in terms of section 20(1) of the Environment Conservation Act and operated for the disposal of waste other than hazardous waste and health care risk wastes.

"domestic waste" means general waste generated on premises used solely for residential purposes and for community amenities, collected as part of the routine collection (door to door) service provided by the local council.



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"domestic hazardous waste" means waste defined as hazardous in terms of a local municipality by-law or other legislation.

G

"general waste" means waste that does not pose a significant threat to public health or the environment if properly managed.

"garden waste" means waste generated as a result of normal domestic gardening activities, including grass cuttings, leaves, plants, flowers and other similar small and light organic matter, but shall not include tree branches with a diameter thicker than 40 millimetres at any point of its length, domestic waste, bulky waste, construction and demolition waste or any waste generated as a result of commercial garden service activities.

"garden service" means the provision of commercial gardening services including the cutting of grass, pruning of trees or any other horticultural activity including landscaping, to any domestic, business, commercial or industrial premises.

"garden waste disposal site" means a site used for the deposition and temporary storage of garden waste.

H

"hazardous waste" means waste that has the potential, even in low concentrations, to have a significant adverse effect on public health and the environment because of its inherent toxicological, chemical and physical characteristics.

"health care risk waste" means all hazardous waste generated at health care facilities including, but not limited to, hospitals, clinics, laboratories, medical research institutions, dental and medical practitioners and veterinarians, and includes infectious, pathological, chemical (including discarded chemicals and pharmaceuticals), sharps and radioactive waste.

I

"illegal dumping" means waste that has been left at any place not designated as a waste processing facility or waste disposal site.

"industrial waste" means waste generated as a result of manufacturing, maintenance, fabricating, processing and dismantling activities, but shall not include building waste, business waste, special industrial waste, hazardous waste, health care risk waste or domestic waste.

"infectious waste" means all waste that contains or is suspected to contain pathogens, bacteria, viruses, parasites or fungi in sufficient concentration or quantity to cause disease in susceptible hosts, including any waste that is generated during diagnosis, treatment or immunization of humans or animals, in research pertaining to this, in the manufacturing or testing of biological agents - including blood, blood products and contaminated blood products, cultures, pathological wastes, sharps, human and animal anatomical wastes and isolation wastes.

L

"land reclamation" means the planned and engineered disposal of inert or other appropriate waste for the purpose of constructing any facility or changing the natural features of any piece of land.



Updated Integrated Waste Management Plan

Draft document

"level of service" means the frequency of the waste removal service and the type of service point.

"litter" means any object or matter which is discarded by a person in any place except in an approved waste receptacle provided for that purpose or at a waste processing facility or waste disposal site.

M

"mini waste transit site" means a community facility used for the temporary storage and handling of general waste emanating from households.

O

"on-site handling" means the activities associated with the handling, treatment, processing and storage of waste at the source of generation before the waste is collected.

P

"pharmaceutical waste" means all pharmaceutical products and medicinal chemicals that are no longer usable in patient treatment and which have been returned from patient care areas, and that have become outdated or contaminated or are no longer required, and items contaminated with cytotoxic pharmaceuticals.

"premises" means an erf or any other portion of land, including any building thereof or any other structure utilised for business, industrial or residential purposes.

"public place" shall include any public building, public road, overhead bridge, subway, foot pavement, footpath, sidewalk, lane, square, open space, garden, park, enclosed space vested in a municipality and any road, place or thoroughfare however created which is in the undisturbed use of the public or which the public has the right to use or the right to access.

"public road" means any road, street or thoroughfare or any other place (whether a thoroughfare or not) which is commonly used by the public or any section thereof or to which the public or any section thereof has a right of access and includes -

- (a) the verge of any such road, street or thoroughfare;
- (b) any bridge, ferry, or drift traversed by any such road, street or thoroughfare;
- (c) any other work or object forming part of or connected with or belonging to such road, street or thoroughfare.

"putrescible waste" means organic waste which is subject to rapid decomposition or decay.

R

"Round Collected Waste: (RCW) means waste collected by means of routine collection operations. Also termed "RCR" - Round Collected Refuse.



Updated Integrated Waste Management Plan

Draft document

"recyclable waste" means waste which may be or has been separated from the waste stream and set aside for purposes of re-use, reclamation and/or recycling.

"road reserve" means the verge and the roadway of a public road as defined in the Road Traffic Act, 29 of 1989.

S

"service point" means a designated place from where waste is collected on a routine collection basis.

"service partnership" means any person who has entered into a service delivery agreement with the municipality in terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

"street cleaning" means the cleaning of streets and roads, including road reserves and public places.

"special business waste" see "dailies"

"special industrial waste" means waste consisting of a liquid, sludge or solid substance, resulting from a manufacturing process or the pre-treatment for disposal purposes of any industrial or mining liquid waste, which in terms of the municipality's drainage by-laws may not be discharged into a drain or sewer.

"sustainable development" means the integration of social, economic and environmental factors into planning, implementation and decision-making so as to procure that the development serves present and future generations.

W

"waste" means any undesirable or superfluous matter, material, by-product or residue of any process or activity that has been discarded, accumulated or been stored for the purpose of discarding, re-use, reclamation or recycling. Waste products may be liquid or solid and may originate from domestic, commercial or industrial activities, but shall not include:

- (a) matter processed as part of sanitation services under the Water Services Act, Act 107 of 1997;
- (b) any gas or gaseous product which may be regulated by national or provincial legislation;
- (c) any radioactive material.

"waste" collection services' means a municipal service related to the collection, re-use, reclamation or recycling, including domestic and special business waste, provided exclusively by the municipality or service providers in accordance with the provisions of the Municipal System's Act.

"waste processing facility" means any facility where waste is taken for temporary storage, transfer, sorting into recyclable waste fractions for recycling, re-use, treatment or final disposal at a disposal facility.



ANNEXURE 16:

WESTONARIAL LOCAL MUNICIPALITY

COMMUNITY SAFETY STRATEGY

INTRODUCTION

Westonaria is a town of just over 100 000 inhabitants. It is generally a vibrant, safe and caring community, rich in minerals, history and diversity. This could be attributed mainly to its location being part of the West Rand region very close to the big **Metropolitan Municipality of Johannesburg**.

In its preamble, the **West Rand District Safety Plan** defines Community Safety as promoting and protecting people's rights to live in confidence and without fear for their own safety and that of others. It embraces a range of relevant matters including crime prevention, road safety and urban design.

The West Rand District Safety Plan also outlines matters associated with the creation and sustainability of a safer district. This Plan sets out a broad framework for the understanding of matters of concern and priority, and also contextualises strategies and programmes aimed at addressing such concerns and priorities over a number of years **(three years in this case)**.

The West Rand District Safety Plan also lists the following as challenges which have been caused by the declining economic base of the district which was centred mainly on mining:

- Widespread unemployment and a rising rate of poverty
- Rapid urbanisation and the resultant growth in informal settlements
- Mounting pressure on existing infrastructure to provide for the local community
- Increasing dependence of communities on government interventions in the form of grants
- Increase in criminal and anti-social behaviour
- Growing social disparities
- Mounting pressure on the financial capacity of local municipalities within the district to address service delivery backlogs
- Pressure on environmental assets

All these aspects of the West Rand District Safety Plan were taken into consideration when developing Westonaria's Community Safety Strategy to ensure alignment between the two plans.

WHAT IS A COMMUNITY SAFETY STRATEGY?

An actionable, strategic planning document provides a sound basis for implementation of sustainable solutions to achieve community safety. The primary goal of such a **strategy** is to bring individuals, law enforcement agencies and non-governmental organisations together in an atmosphere of support to build on the existing **community assets**, while examining opportunities and challenges that could not be solved by any one group operating alone.

Community safety is supposed to be the responsibility of the whole community, and as such, the municipality has a statutory responsibility to initiate a process of developing a partnership-based strategy by inviting local and regional organisations, government agencies and individuals to work in collaboration in its development.

It is only through effective partnerships and sharing of expertise, tools and resources that a comprehensive **CSS** can be developed. It has been demonstrated around the globe that by bringing people together who live and work in a particular community with government, business and community services, local safety issues and problems can be identified and responded to more effectively.

THE KEY OBJECTIVES OF THE COMMUNITY SAFETY STRATEGY (CSS)

- It is to identify the root causes and issues which contribute to members of the local community feeling generally unsafe and uncomfortable within their social situation and environment.
- To develop recommendations and clear action plans to strengthen overall community safety using a partnership-based approach.
- To develop an implementation plan for the CSS

- To build and foster community-based leadership through a clear, concise and easily understood strategy.
- To enhance public awareness, education and communication on issues that may affect resident safety and strategies for improvement.
- To popularise the CSS amongst members of the local community and make them take ownership of the strategy.

COMMUNITY SAFETY - VISION

A caring and healthy community, founded on the principles of fairness and equity, where neighbourhoods thrive and residents feel safe.

COMMUNITY SAFETY - MISSION

To create a caring breed of residents who are connected and involved in their community, where family, community and government share responsibility for the safety, protection and well-being of all.

STRATEGY THEMES FOR ACTION

1. NEIGHBOURHOODS

- Enhancing Community Cohesion
- Fostering a Sense of Safety in Public Places, Facilities and Locations.
- Enforcing Property Standards Proactively

Neighbourhoods are the cornerstones of every healthy community. They encompass many important elements that support a strong feeling of belonging and sense of community.

1.1 ENHANCING COMMUNITY COHESION

Many rapidly growing municipalities have residents who are facing a challenge of **balancing work, family and community**. The cost of housing and other social variables have resulted in greater percentages of time allocated to commuting and working.

The residents of Westonaria are also affected by this very challenge as well. Further, recreational and family commitments also impact the availability of personal time, limiting opportunities for engaging others within neighbourhoods in order to increase cohesion.

A detailed listing of all programs and services offered by various partners, agencies and organisations in Westonaria also has to be developed.

Research indicates that in neighbourhoods where people feel safer they tend to actively participate in community activities and interact with their neighbours. The following strategies are aimed at fostering support for community initiatives and facilitating new linkages in communities.

Strategy No.	Partnership Strategies	Leadership and Support Partners	Timelines for Implementation
1	Investigate the benefits of a "Character Community" model	Lead Agent: Westonaria Municipal Council	

	for Westonaria. (A Character Community adopts various attributes that support the principles/values of a healthy caring community i.e.: respect, fairness, equity, honesty)	Supporting Stakeholders: <ul style="list-style-type: none"> Youth Organisations CBO's and NGOs 	
2	Create a Neighbourhood "tool kit" to help residents plan and host neighbourhood events such as: know your neighbourhood campaigns and create neighbourhood associations like street committees; family days etc.	Lead Agent: Westonaria Municipal Council Supporting stakeholders: <ul style="list-style-type: none"> Department of Social Development Department of Community Safety 	

1.2 FOSTERING A SENSE OF SAFETY IN PUBLIC PLACES, FACILITIES AND LOCATIONS

Westonaria is a generally safe community with accessible public spaces; however, opportunities always exist to foster a greater sense of safety in public spaces. With respect to public places, facilities and locations, aspects that can improve a sense of safety include clean and safe neighbourhood facilities and equipment, accessible activities and events, reducing or preventing repeated acts of vandalism, increasing the visibility of the law enforcement officers to act as a deterrent for the commission of crime and strengthening communication between the law enforcement agencies and the public so that residents report crimes to assist with prevention and enforcement.

The safety of communities can also be enhanced through innovative design. Initiatives such as Crime Prevention through Environmental Design (CPTED) - a pro-active crime prevention strategy utilised by planners, architects, police services, and security professionals to leverage the built environment and proper design standards to reduce the incidence of crime and improve the quality of life.

Strategy No.	Partnership Strategies	Leadership and Support Partners	Timelines for Implementation
1	Create some type a feedback platform to assist residents to report municipal issues in their neighbourhood (i.e. vandalism, graffiti, lighting, and by-law infractions).	Lead: Westonaria Municipal Council (Marketing and Communications, Public Safety, Environmental Health and Parks and Waste Management)	
2	Research the impact and effectiveness of lighting along walkways and public places. Develop criteria to be applied when considering new locations for walkways and park lighting.	Lead: Westonaria Municipal Council (ID & P)	Short term (1-2 years)
3	Engage consulting designers, architects and planners to place the design of public and private space as foremost in the design of new developments to ensure friendly, people-oriented community spaces.	Lead: Westonaria Municipal Council (Town Planning)	Short term (1-2 years) and Ongoing

4	As the Town moves to increased intensifications of residential development, emphasis will be given to attaining safe, accessible, green and welcoming public spaces.	Lead: Westonaria Municipal Council (Town Planning and Parks and Waste Management)	Short term (1-2 years) and Ongoing
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1.3 ENFORCING PROPERTY STANDARDS PROACTIVELY

Across the country, there is variation in approaches for adherence to municipal by-laws, statutes, codes and regulations. Some municipalities prefer a “compliance” approach while others are more aggressive at enforcement.

A safer Westonaria should include management system that defines a balance between acceptable levels of compliance and enforcement activity. Proactive enforcement will assist in raising the profile of the importance of various by-laws within the Town and enhance communication with residents.

Enforcement activity should be balanced with efforts to educate the public on what is expected (of them and the Town); provide tools to the public aimed at prevention; and focus on problem-solving to ensure that the root causes of behaviours are understood through a risk management model. Some areas in the world use this model, recognising that they will never have sufficient resources to use only an enforcement model. Their approach includes developing and publishing checklists for people to understand what they are to comply with, and processes and consequences related to higher risk activities.

Strategy No.	Partnership Strategies	Leadership and Support Partners	Timelines for Implementation
1	Conduct a Service Delivery Review of the By-law Enforcement sections, including staffing levels, to determine effective service standards that address existing needs and future growth.	Lead: Westonaria Municipal Council (Legal Section and Marketing and Communication)	Long term (5 years or more)

2. YOUTH, FAMILIES AND THE ELDERLY

- Enhancing Opportunities to Report Criminal Activity (particularly among Youth).
- Engaging Youth in the Community
- Addressing the Perception of increased Criminal Activities by Youth.
- Increasing the Accessibility of Youth Related Programmes and Services.
- Reinforcing Safety of Children/Youth Schools.

Investing in the well-being of youth, families and seniors is unimportant focus of the Community Safety Strategy (CSS). Research has indicated that communities that offer a variety of programs and opportunities for youth lead to reduced crime amongst the youth.

There are many programs for youth and families that can be offered in Westonaria by a variety of organisations and community safety partners. However, sometimes youth are not aware of these programs, cannot afford them or have challenges in accessing transportation to specific events.

A series of strategies have to be identified as a means of empowering youth, and providing opportunities for engagement by families and senior citizens in order to strengthen the role everyone in the community can play towards a safer Westonaria.

2.1 ENGAGING YOUTH IN THE COMMUNITY

In Westonaria, as in many towns across the country, there are a number of activities and programs available to the youth. These include among others recreational and sporting facilities. However, there is a perception in our area that there are insufficient activities to keep youth “busy” and that there are gaps in students’ days where they are unsupervised and not engaged in constructive or positive activities. In some cases this is supported by lack of communication about the availability and location of activities for youth. Many of the concerns related to youth “hanging out” are related to student’s dispersing from schools at the same time; creating crowds outside of school and public and recreational places (buses, stores and restaurants). The perception among adults is that hanging out is an unconstructive and negative activity.

Strategy No.	Partnership Strategies	Leadership and Support Partners	Timelines for Implementation
1	Develop a public awareness and education program/campaign to promote the rights of youth (anti-youth discrimination).	Lead: The Youth Co-ordinator (WLM) Supporting Partners: Westonaria Municipal Council Department of Education Other Community Based Organisations	Medium term (3-4 years)
2	Assess and evaluate current Social Development programs and services in the Westonaria community including youth recreation and leisure programming in order to identify potential gaps in service delivery and identify areas for collaborative approaches to resolve community needs.	Lead: Social Development Section (WLM) Supporting Partners: Westonaria Municipal Council The Youth Co-ordinator	Short term (1-2 years)

2.2 ADDRESSING THE PERCEPTION OF INCREASING CRIMINAL ACTIVITIES BY YOUTH

Many residents always feel unsafe in their neighbourhoods around Westonaria. They and their family members feel threatened or harassed by situations where groups of youth or teenagers congregate. The increase in (or perception of) gangs and gang related activity including drugs/drug-related activities can influence the feelings of safety and health in neighbourhoods. Research indicates that the increase in youth criminal activity may be linked to a number of variables including: acting up for attention; boredom (i.e. there is ‘nothing else to do that they want to do’); attitudes towards each other, parents and other officials; lack of respect for people, property and each other; status and image; retaliation; form of “easy income”; friendship – community, family (brotherhood), sense of belonging, protection factor; and lack of parental guidance/involvement – “latch key”.

Strategy No.	Partnership Strategies	Leadership and Support Partners	Timelines for Initiating Implementation
1	Establish a youth engagement coalition to help youth identify issues in their communities, provide mentorship and help youth to create their own solutions.	Lead: The Youth-Co-ordinator (WLM) Supporting Partners: Social Development Section Department of Education	Short term (1-2 years)

2.3 INCREASING THE ACCESSIBILITY OF YOUTH-RELATED PROGRAMMES AND SERVICES

As in any rapidly growing municipality, there is a need to ensure programmes and services keep pace with the population growth and demand for access to limited resources. In addition to providing adequate levels of services and programs, there is a need to market and communicate their availability as well, so client groups know what is available (when, where, and how much it costs). The expectation is that if the appropriate youth-oriented programmes and services are offered, it would assist youth with feeling connected to the community, engaged, and would therefore provide youth with a protective factor in reducing their risk of high risk to examine existing programmes and services in Westonaria collaboratively with youth to ensure they are behaviours such as becoming involved in “criminal/gang related activities”. It is important to identify strategies consistent with their needs and desires.

Strategy No.	Partnership Strategies	Leadership and Support Partners	Timelines for Initiating Implementation
1	Community partners to look at a centralised method of promoting youth programmes and services	Lead: Westonaria Municipal Council Supporting Partners: The Youth Co-ordinator	Medium term (3-4 years)
2	Based on community needs, there is a need to explore opportunities to expand/initiate youth and child safety activities for children and youth in Westonaria schools during school time, before or after school.	Lead: Westonaria Municipal Council (Social Development Section) Supporting Partners: Department of Education The Youth Co-ordinator	Short term (1-2 years)

3. TRANSPORTATION AND GETTING AROUND

- Enhancing Traffic Safety
- Improving the Ability of Residents to Get around Town safely including Alternative Modes of Transportation.
- Creating Sufficient Parking Alternatives (Parking Management).

Transportation is an important benchmark that a community uses to measure the efficiency, quality, and safety of a place. The degree of mobility that residents believe that they have is often influenced and shaped by factors such as connectivity, vehicular speeds, and traffic volumes. These factors in a way contribute to our meaning and understanding of community safety.

3.1 ENHANCING TRAFFIC SAFETY

The unprecedented growth in Westonaria over the last decade has resulted in more traffic congestion on our roadways. This is despite the fact that the mining industry has gradually been losing allure and strength. On many occasions, the local residents complain about the lack of driver patience, and “unsafe” driving practices by motorists, in particular taxi drivers.

Initiatives such as the recently drafted District Transport Plan and the Local Transport Plans for various municipalities in the West Rand will contribute a great deal towards the long-term transportation strategy for the entire region. This will in the long run help to enhance traffic safety in Westonaria.

Strategy No.	Partnership Strategies	Leadership and Support Partners	Timelines for Initiating
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			Implementation
1	Educate the public on the use of road traffic signs and traffic lights	Lead: Westonaria Municipal Council (Public Safety) Supporting Partners: Department of Community Safety	Medium term (3-4 years)
3	Heighten awareness of Westonaria residents on personal habits related to unsafe driving.	Lead: Public Safety Unit Supporting Partners: SAPS Department of Community Safety	Medium term (3-4 years)
4	Develop a communication and education strategy regarding traffic safety within communities.	Lead: Westonaria Municipal Council (Public Safety Unit) Supporting Partners: Department of Community Safety	Long term (5 years or more)

3.2 IMPROVING THE ABILITY OF RESIDENTS TO GET AROUND TOWN SAFELY WITHOUT A VEHICLE

Developing a reliable, accessible and affordable transit system that addresses the needs of Westonaria's most vulnerable residents which include youth and the aged is a key component to improving mobility within the Town. Another important component is the need to build better connections between our roadway and sidewalks and the introduction of different modes of transport in order to improve mobility options for local residents.

Initiatives such as the recently drafted Integrated Transport Plans for the WRDM and its constituent municipalities will go a long way in addressing road safety and mobility in Westonaria.

Strategy No.	Partnership Strategies	Leadership and Support Partners	Timelines for Initiating Implementation
1	Develop a pedestrian and bicycle plan to improve public connectivity.	Lead: Westonaria Municipal Council (Town Planning Unit)	Medium term (3-4 years)
2	Identify opportunities to enhance active transportation (consider child and youth friendly land use in transportation guidelines).	Lead: Westonaria Municipal Council (Town Planning Unit)	Medium term (3-4 years)
3	Develop Active and Safe Routes to School Strategies.	Lead: (Public Safety Unit) Supporting Partners Town Planning Unit Gauteng Province Road Safety Unit	Short term (1-2 years)

3.3 CREATING SUFFICIENT PARKING ALTERNATIVES

Creating efficient parking opportunities within the Town provides opportunities to improve pedestrian visibility and traffic safety.

This initiative is also in a way expected to contribute to the inner city regeneration and the economic stimulation of the Town.

The Town's By-law Enforcement section must work with community partners and residents to address local needs and issues as they are identified.

Strategy No.	Partnership Strategies	Leadership and Support Partners	Timelines for Initiating Implementation
1	Investigate the potential of an Overnight visitor parking permit system, particularly for truckers.	Lead: Town Planning Unit Supporting Partners: Public Safety Unit	Long term (5 years or more)
2	Establish and enforce "no-parking" areas as required to minimise impediments to safe mobility.	Lead: Public Safety Unit Supporting Partners: Town Planning Unit	Medium term (3-4 years)

4. **POLICING**

- Increasing Police Visibility and Building Stronger Relationship with Residents and Youth in Greater Westonaria.
- Clarifying the Crime Reporting and Communication Procedures with Westonaria SAPS.

It is important to note that action items in this document are just a starting point. The implementation plan has to outline at least a five year time line (and beyond) in order to effectively respond to and address the emerging challenges and opportunities. Through regular monitoring, reporting and sharing of ideas the CSS will be an evolving document, and one that has the ability to adapt as it moves forward.

This strategy is about building on the many assets that have made Westonaria the Community which it is today, a community rich in history, with wonderful traditions and a strong sense community and family, yet responsive to its growth, diversity and breadth of opportunities.

As the Old African proverb goes **"it takes a whole village to raise a child"**. By working collaboratively, "we" can build a stronger and safe future for our children, youth and families. Through the implementation of this Comprehensive Draft Community Safety Strategy, we can ensure that Westonaria remains a safe and caring community.

4.1 **INCREASING POLICE VISIBILITY AND BUILDING STRONGER RELATIONSHIPS WITH RESIDENTS AND YOUTH IN WESTONARIA**

The feeling or the perception of feeling safe is often linked to the physical presence of Police Officers and other Law Enforcement agencies such as Traffic Law Enforcement Officers in neighbourhoods and/or the community.

Residents always indicate that they would like to have increased police visibility in Westonaria neighbourhoods, meeting with residents and youth in order to build stronger relationships in the community, particularly with youth. Opportunities for enhanced connection with youth are seen as a potential way to build trust and more positive relations between the police and Westonaria youth.

What's important to note though, is that while residents may not visually see Police presence in their neighbourhood, it doesn't mean that they are not there.

The Public Safety Unit of WLM and SAPS have to always continue to address the expressed desire by the local residents for more visibility and community interaction while managing competing priorities which include traffic infractions, expanding population and geographical increases in Westonaria communities; targeted crime efforts and general enforcement.

Strategy No.	Partnership Strategies	Leadership and Support Partners	Timelines for Initiating Implementation
1	Explore effective communication and networking opportunities between Public safety Unit and partners to try and resolve safety-related issues and concerns (i.e. Liaison Committee, clear communication protocols, etc.).	Lead: Public Safety Unit Supporting Partners: SAPS Department of Education Department of Community Safety	Short term (1-2 years)
2	Increase visibility through attending community-based meetings/events, and participation at various recreation based initiatives when feasible.	Lead: Public Safety Unit Supporting Partners: SAPS Department of Community Safety	Short term (1-2 years) Ongoing
3	Explore opportunities to enhance police presence in Westonaria schools in order to build greater support and trust amongst children and youth.	Lead: Department of Education Supporting Partners: SAPS Public Safety Unit Department of Community Safety	Short term (1-2 years)
4	Develop a communication strategy to promote community engagement activities of the Public Safety Unit	Lead: Public Safety Unit Supporting Partners: Westonaria Municipal Council Department of Community Safety	Medium term (3-4 years)

COMMUNITY SAFETY STRATEGY – IMPLEMENTATION PLAN:**1. PROJECT NAME: REDUCTION OF SOCIAL FABRIC CRIMES****OBJECTIVE:** TO ENSURE REDUCTION OF SOCIAL FABRIC CRIMES

	ACTIVITIES	INDICATORS/ ROLE PLAYERS	RESPOSNIBILITY	TIME- FRAME
1	Moral regeneration campaign – For Adults and youth.	Youth, Adults, FBO, schools, CHB's, Transport Industry,	Task Team	Monthly
2	Substance Abuse Awareness campaigns directed at young people.	School, community, wards, sectors, liquor industry, Westview clinic, DED,	Task Team	Monthly
3	Support and sustain the Victim Empowerment centres.	Identify how many exist and their Training Needs	Task Team Department of Community Safety SAPS Public Safety NGO's	Monthly
4	Recruit, select and train new volunteers for CPF'S, and Youth Crime Prevention Desks.	Community Participation in community structures. Sustainability of programmes and activities.	Task Team Department of Community Safety SAPS Public Safety NGO's, CPF's	Monthly
5	Linking Victim Empowerment Centre with NGO's and community structures.	Resource list of all NGO's in Westonaria and surrounds	Task Team Department of Community	

			Safety SAPS Public Safety NGO's, CPF's,	Monthly
6	Anti – Gangsterism and Bullying campaign.	Awareness Campaigns around Gangsterism and Bullying	Task Team Youth Formations NGO's, Eco therapy	Monthly

2. PROJECT NAME: VAWAC

OBJECTIVE: TO FIGHT VIOLENCE AND ABUSE AGAINST WOMEN, CHILDREN AND PEOPLE WITH DISABILITIES

	ACTIVITIES	INDICATORS	RESPOSNIBILITY	TIME- FRAME
1	Establishment and training of Men as Safety promoters	Fight against abuse and violence against women and children, Masp Workshop	Task Team, Dept of Community Safety	Monthly
2	Women Safety workshops	Womens Groupings around issues of crime	Task Team, Dept of Community Safety	Monthly
3	Elderly and disability workshops	Elderly & Disability Groupings around issues of crime	Task Team, Dept of Community Safety	Monthly
4	Liquor education and enforcement workshops	Number of Liquor Education and Enforcement workshops.	Task Team SAPS Liquor Board	Monthly

5	Child Safety / information Workshops	Number of Child Safety & Information Sessions held	Task Team, Dept of Community Safety	Monthly
6	Child Safety Awareness	Number of Child Safety Awareness campaigns held	Task Team, Dept of Community Safety	Monthly

3. PROJECT NAME: ROAD SAFETY

OBJECTIVE: TO ENSURE SAFER ROADS

	ACTIVITIES	INDICATORS	RESPONSIBILITY	TIME- FRAME
1	Geographical focused area programmes should be speeded up: Taxi drivers workshop Improvement of roads in the informal settlement. Road signs in all main roads Mending of the traffic Cycles Maintenance of roads	Number of Operations planned and implemented	Task Team	Quarterly
2	Law Enforcement <ul style="list-style-type: none"> - road worthiness - Scholar Transport (loud music and overloading) - traffic laws - by –laws - vendors around intersections (R28/N12) - mobile vendors selling to learners (Glenharvie) 	Number of Operations planned and implemented	Law Enforcement Operations	Ongoing

4. PROJECT NAME: YOUTH CRIME PREVENTION

OBJECTIVE: EMPOWERMENT OF YOUTH IN COMBATING CRIME

	ACTIVITIES	INDICATOR	RESPONSIBILITY	TIME-FRAME
1	Workshops for the youth on youth criminality.	Workshops conducted	Task team and stakeholders	Quarterly
2	Conduct Awareness Campaigns aimed at young people	Number of campaigns conducted and the area	Task team and stakeholders	Monthly
3	Life skills programme for the youth like Sports against crime	Number of life skills programmes conducted	Task team and stakeholders	Monthly/Quarterly
4	Decentralisation and sustenance of the youth desk to all sectors.(PCO,and Youth Unit)	Link all youth work in and around Westonaria	Task team	Ongoing
5	Establish networks with job placement agencies	Identify agencies and invite them to share info with young people in Westonaria e.g. NYDA	Task team	Monthly

5. PROJECT NAME: SCHOOL SAFETY

OBJECTIVE: CREATING SAFER ENVIRONMENT FOR LEARNERS AND TEACHERS IN SCHOOLS

	ACTIVITIES	INDICATOR	RESPONSIBILITY	TIME FRAME
1	School patrols to be monitored on a regular basis.	Monitoring of schools on a regular basis	Task team	Ongoing
2	Training of youth to be points men and women assisting the scholar patrol	Number of Youths selected and trained as Scholar Patrols.	Public Safety/Traffic	Ongoing
3	Conduct Road Safety Awareness Campaigns	Number of Road Safety Awareness planned and implemented	Task team Public Safety/Traffic	Ongoing
4	Establishment of school safety task team	Number of school safety task teams established Training workshop for school safety teams Workshop for school patrollers (community) in terms of the code of conduct	Task team Department of Community Safety	Ongoing

6. PROJECT NAME: IMPROVEMENT OF PHYSICAL ENVIRONMENT

OBJECTIVE: TO ERADICATE ENVIROMENTAL FACTORS THAT CONTRIBUTE TO LACK OF SAFETY

	ACTIVITIES	INDICATORS	RESPONSIBILITY	TIME-FRAME
1	Cutting of long grass in identified areas.	Identified areas as per Task Team and Community.	Task team & Municipal units	Ongoing
3	Establishment and maintenance of additional sports and recreational facilities.		Task team & Municipal units	Ongoing
4	Upgrading and maintenance of street lights.		Task team & Municipal units	Ongoing
6	Conduct an Audit of all vacant houses, churches and businesses that harbour criminals or contribute to crime.		Task team & Municipal units	Ongoing
7	Identification of the status quo of all vacant houses and stands – to be given to the council and dept of housing.		Task team & Municipal units	Ongoing
8	Illegal dumping sites, littering to be done away with and establishment of safe and healthy areas.		Task team & Municipal units	Ongoing
9	Linking with cell phone service providers		Task team & Municipal units	Ongoing

7. PROJECT NAME: IMPROVEMENT OF SERVICE DELIVERY BY LAW ENFORCEMENT AGENCIES

OBJECTIVE: RENDERING AN EFFECTIVE LAW ENFORCEMENT SERVICE

	ACTIVITIES	INDICATOR	RESPONSIBILITY	TIME-FRAMES
1	Pocket book or Z-card with the different law enforcement agencies, NGOs	Have a resource list	Task team	Ongoing
2	Consistent patrolling or monitoring by Traffic Officials and SAPS next to the taverns for compliance purposes.	Visibility	Task team DED Public Safety SAPS	Ongoing
3	Crime prevention and law enforcement	Operations (continuous)	Law enforcement agencies	Ongoing

	programmes conducted by the entire LEA in Westonaria.			
4	Establishment of a feedback or information strategy from the detectives	Conviction rate Feedback to victims	Task team SAPS	Ongoing
5	Public education re: CJS processes across all wards.	Number of sessions in different wards	Task team	Ongoing
6	Enforcement and public awareness on by-laws. - Liquor laws - Illegal trading - Illegal dumping -Transfer stations	Enforcement of by-laws Concrete fencing for transfer sites	Task team By-laws unit Waste Management	Ongoing

8. PROJECT NAME: STRENGTHENING OF THE CJS

OBJECTIVE: MAKING SURE THAT THERE IS COOPERATION WITHIN THE CRIMINAL JUSTICE SYSTEM

	ACTIVITIES	INDICATORS	RESPONSIBILITY	TIME FRAME
1	The involvement of NPA in attend the meetings	Participation in the CSF	Task team	Ongoing
2	Making sure that all sectors/wards have a portfolio on CJS	Ward Safety Officers to be part of the CSF	Task team	Ongoing

9. MONITORING MECHANISMS

This community safety plan seeks to address real issues as experienced by the people of the municipality and role-players operating in this area. The issues to be addressed by the plan have a serious bearing on the safety and security of this community, and therefore the quality of life.

In order to respond effectively and efficiently to these issues a coordinated approach is needed among all those departments and organizations identified as responsible for aspects of the plan. To this effect it is imperative that all role players pledge their commitment to taking up and including in their operational plans the responsibilities allocated to them in terms of this community safety plan.

An effective monitoring system needs to be put in place to ensure that the plan becomes a success. Below is the monitoring plan for the Westonaria Local Municipality:

MONITORING OF THE COMMUNITY SAFETY PLAN

	ACTIVITY	INDICATOR	RESPONSIBILITY	TIMEFRAME
a	Establishment of a CSP Monitoring Task Team	Task Team Members List and contact details.	Westonaria Task Team Chairperson	Immediately
b	Quarterly written reports by all the implementing departments and organisations	Written Reports and Portfolio of Evidence	Westonaria Task Team Chairperson	Quarterly
c	Quarterly reports to the MMC Public Safety	Written Reports and Portfolio of Evidence	Westonaria Task Team Chairperson	Monthly
d	Account to the broader community	Quarterly Broader Forum Meetings led by MMC: Public Safety.	MMC:Public Safety and Chairperson Task Team	Quarterly

Declaration of Support

We, the undersigned understand the importance of achieving peaceful and crime free communities that respect the rule of law. We understand and support the contents of this Community Safety Plan. We therefore pledge to strive to avail resources and influence our plans to respond to the priority projects identified in this plan.

MMC: PUBLIC SAFETY

DATE: _____

Name and Surname	Designation	Dept./Organisation	Date	Signature

ANNEXURE 18



SOCIAL DEVELOPMENT STRATEGY PLAN WESTONARIA LOCAL MUNICIPALITY (WLM)

PREPARED BY WESTONARIA SOCIAL
DEVELOPMENT UNIT

DATE: MAY 2012

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1. List of Acronyms

1. HAC - Heritage, Arts and Culture
2. IDP - Integrated Development Plan
3. IGR - Intergovernmental Relations
4. LIS - Library and Information Services
5. OHS - Occupational Health and Safety
6. SRAC - Sport, Recreation, Arts and Culture
7. SRACLIS - Sport, Recreation, Arts and Culture and Library
Information Services
8. WLM - Westonaria Local Municipality
9. DAC - Department of Arts and Culture
10. IT - Information Technology

2. Preamble

The Gauteng Social Development Strategy provides a framework for sustainable development that places children, youth, women, the disabled and the elderly at the centre of its development efforts, through promoting a caring society, offering social protection and investing in human and social development.

Westonaria Local Municipality, Community Development Unit, seeks to achieve through the Social Development Strategic Plan, a community that is safe and healthy, well-informed and participating in the developmental activities for a better life.

This process involves analysing the current status quo regarding Library Information Services, Sport, Recreation, Arts and Culture and Social Services.

Arising from legislative mandate, the identified strategic objectives are then addressed through the strategic prioritisation leading to implementation plans.

3. Enabling Legislation

The Constitution of the Republic of South Africa, Act 108 of 1996	Places an obligation on each of the nine provinces to develop a legislative framework within which public library and information services can be provided
Culture Promotion Act, Act 35 of 1983	Provides for the preservation, development, fostering and extension of culture in the Republic by planning, organizing, coordinating and providing facilities for the utilization of leisure and for non-formal education
Gauteng Arts & Culture Council Act, no 11 of 1998	To provide for the establishment of a Council in order to promote and develop Arts & Culture within the Province of Gauteng.
Gauteng Creative Industries Development Framework (2006)	To promote Gauteng as a creative mecca
Local Government Municipal Systems Act, Act 32 of 2000	To provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of communities
National Art Council Act, no 56 of 1997	Ensures the promotion and coordination of Arts & Culture, as well as stakeholder participation
National Heritage Council Act no 11 of 1999	Its objectives include to develop, promote and protect the national heritage for present and future generations; to coordinate heritage management; to protect, preserve and promote the content and heritage which reside in orature in order to make it accessible and dynamic; to integrate living heritage with the functions and activities of the Council and all other heritage authorities and institutions at national, provincial and local level; to promote and protect indigenous knowledge systems, including but not limited to enterprise and industry social upliftment, institutional framework and liberatory processes: and to intensify support for the promotion of the history and culture of all our communities.
Promotion of Access to Information Act, Act 2 of 2000	To promote a culture of transparency and accountability in public and private bodies through citizens' rights of access to information to enable them to exercise and protect their rights.
The South African National Heritage Resources Act (NHRA) Act 25 of 1999	Provides a three tier system that regulates the management of heritage resources. Local authorities are responsible for the

	identification and management of heritage resources of local significance (Grade III)
The South African Geographical Names Council Act, Act 118 of 1998	Regulates the process and standardization of the changing of geographical names in South Africa.
White Paper on Arts, Culture and Heritage, 1996	The literature section refers to the absence of an entrenched reading culture and to the Department Arts & Culture's aim to promote, develop and make accessible the rich and diverse traditions of all South African literature in written and oral form. The section library & information services affirm the role of libraries in development, and in the promotion of a culture of reading.
National Sport and Recreation Amendment Act, Act nr 18, 2007	To provide for the promotion and development of Sport and Recreation and the coordination of the relationships between Sport and Recreation South Africa and the Sports Confederation, National Federations and other Agencies; to provide for measures aimed at correcting imbalances in Sport and Recreation.
Older Persons Act, Act nr 13, 2006	To deal effectively with the plight of older persons by establishing a framework aimed at the empowerment and protection of older persons and at the promotion and maintenance of their status, rights, well being, safety and security; and to provide for matters connected therewith.
Welfare Laws amendment Act, Act 106, 1996	To amend the Social Work Act, 1987, so as to make the South African Interim Council for Social Work more representative by enlarging its membership; to amend the Probation Services Act, 1991, so as to further provide for the delegation of powers and the authorisation to perform duties
Children's Act, nr 38, 2005	To give effect to certain rights of children as contained in the Constitution; to set out principles relating to the care and protection of children; to define parental responsibilities and rights; to make further provision regarding Children's Courts
Advisory Board on Social Development Act, nr 3, 2001	To provide for a National Advisory Structure in the Social Development

	Sector with the aim of building and consolidating partnership between Government and Civil Society; for that purpose, to establish a body to be known as the Advisory Board on Social Development; to provide for the objectives, duties and composition of the Board
National Welfare Act, nr 100, 1978	To provide for the establishment and constitution of a South African Welfare Council and of Regional Welfare Boards and certain committees; and to define their powers and functions; to provide for welfare programmes and for the registration of welfare organisations; and to provide for incidental matters
Local Government Structures Act, Act 117 of 1998	Sets the criteria for establishment of a municipality, its business and delegations to municipal council committees.
Municipal Finance Management Act, Act 1 of 1999	Regulates the transparent use of government funds, applying approved accounting norms and standards.
Batho Pele Principles (The National White Paper for Transforming Public Service Delivery)	It is all about giving good customer service to users of government services.
Municipal By-Laws	Municipal by-laws must be accessible to the public.

4. Situational Analysis

Strengths:

- Availability of sport infrastructure/facilities
- Availability of Library infrastructure
- Increased accessibility to Library facilities
- Conditional Grant Funding for Library Information Services (LIS)
- Internal funding from Municipal budget
- Good ICT network & equipment
- Relevant collection of library resources
- Rendering of effective LIS outreach programmes
- Inter Governmental Relations
- Availability of land for infrastructure development

Weaknesses:

- Regular scraping of available informal fields
- Shortage of staff in the Social Services Unit
- No finality with regard to devolution of LIS function
- Insufficient funding for Arts, Culture, Sport and Social Services
- Existing SRACLIS facilities unable to accommodate the growing communities
- Some facilities not accessible to people with disabilities
- No established Social Development Forums

Opportunities:

- Existence of stakeholders
- Grants (Municipal Infrastructure Grant, DAC and Equitable Share)
- Existence of potential partnership, e.g. The Hub
- Availability of land
- Promotion of educational, health and anti-crime programmes
- Promotion of programmes and events through awareness campaigns
- Utilisation of professional artists to promote arts and culture
- Establishment of forums

Threats:

- Municipal financial viability

- Grant dependency
- Growing population versus limited resources
- Vandalism & theft
- Dolomatic land

5. Needs/Issues

- Lack of skills by the community for using the library services
- Absence of a Community Development Unit to take charge of Social Services
- Sufficient allocation of funding
- Facilities to be accessible to people with disabilities
- Public Participation
- Alternative funding sources
- Safe & Secure Facilities
- Outreach programmes

6. Vision

A safe and healthy community, well- informed and participating in activities for a better life.

7. Mission

Provision of integrated and developmental services and programmes targeted towards improvement of quality of life of individuals, families and the community of Westonaria Local Municipality.

8. Guiding Principles/Values

Values underlie behaviour and guide the actions of people.

The following are a set of 28 values that will underpin this programme:

- Commitment: the success of this programme depends on the commitment of all stakeholders;
- Accountability: the programme leaders and implementers remain accountable;
- Innovation: it is not about one size fits all. Circumstances and developments taking place require creativity and innovative ideas;
- Progressive: Developmental in nature and inspirational;
- Responsive: programmes must respond to needs of beneficiaries;
- Excellence: strive for qualitative services and standards;
- Empowerment: services to be empowering in nature to all involved;
- Enabling: the delivery of programmes must create a conducive and enabling environment for all;
- Sustainable: programmes to stand the test of time with continual improvement;
- Participation: participative planning management should be encouraged at all times

9. Objectives

- Provide three (3) skills development programmes annually
- Provision of accessible facilities to people with disabilities within the next five (5) years
- Establish two (2) functional forums by 2012/2013
- Source alternative/ partnership funding for Social Development programmes and projects
- Promote and market Social Development Services through five (5) outreach programmes per calendar year.

10. Strategic Priorities

KPA	OBJECTIVES	KPI	ENABLER/CRITICAL SUCCESS	RISK/CHALLENGE	TIME FRAMES

			FACTOR		
Social Development	1.To provide 3 skills development programmes annually	<ul style="list-style-type: none"> • There is increasing number of community members able to participate and access Social Development Services • There are sufficient facilities and staff with relevant training 	<ul style="list-style-type: none"> • Budget • Staff • Facilities • Equipment 	<ul style="list-style-type: none"> • Number of people living in Westonaria versus resources available 	2012/2013
	2. To provide accessible facilities to people with disabilities	<ul style="list-style-type: none"> • There is increasing number of facilities accessible to people with disabilities 	<ul style="list-style-type: none"> • List projects in the IDP • Funding 	<ul style="list-style-type: none"> • Some multi story facilities will prove difficult to be made accessible • Lack of funding 	2013/2018
	3. To establish 2 functional forums	<ul style="list-style-type: none"> • There is increasing community participation in programmes • Enhanced partnership relations with stakeholders 	<ul style="list-style-type: none"> • Alternative/ partnership funding • Shared funding • Skilled staff • Equipment • Facilities • Dedicated stakeholder participation 	<ul style="list-style-type: none"> • Poor stakeholder participation • Insufficient Staff 	2012/2013
	4. To promote Social Development Services through 5 outreach programmes per calendar year	<ul style="list-style-type: none"> • There is increasing community participation in programmes • There is increasing number of community members using facilities and 	<ul style="list-style-type: none"> • Skilled staff • Equipment • Facilities • Funding • Implementation plans: <ul style="list-style-type: none"> ➤ Sports, Recreation, Arts and Culture Implementation Plan ➤ Library Information 	<ul style="list-style-type: none"> • Funding • Insufficient staff • Insufficient equipment • Facilities 	2012/2013

		services <ul style="list-style-type: none"> • There is increasing number of healthy and well informed communities 	Services Implementation Plan <ul style="list-style-type: none"> ➤ Scraping of fields Implementation Plan ➤ Social Services Implementation Plan ➤ Maintenance Implementation Plan 		
--	--	--	---	--	--

11. Monitoring and Evaluation

The above programmes will be regularly monitored through the following processes:

- Monthly reports
- Quarterly reports
- Annual reports

The evaluation of the implementation of programmes will be carried out on a half yearly and annual basis.

12. Conclusion

For this strategic plan to achieve the desired outcomes, a number of critical factors are necessary to take into consideration. This includes, but not limited to the following:

- Staff
- Equipment
- Facilities
- Funding
- Implementation plans.

However, with the current status quo in the Social Development Unit, there is enough willingness and commitment to make a concerted effort in the implementation of the plans identified above.

13. References

- 1) Draft framework for Regional Social Development Strategic Plan
- 2) The National Social Development Strategy
- 3) The Gauteng Social Development Strategy
- 4) The Gauteng Department of Sport Recreation Arts and Culture Strategy Plan

ANNEXURE 19

Westonaria Spatial Development Framework

Status Quo:Draft

10/14/2013

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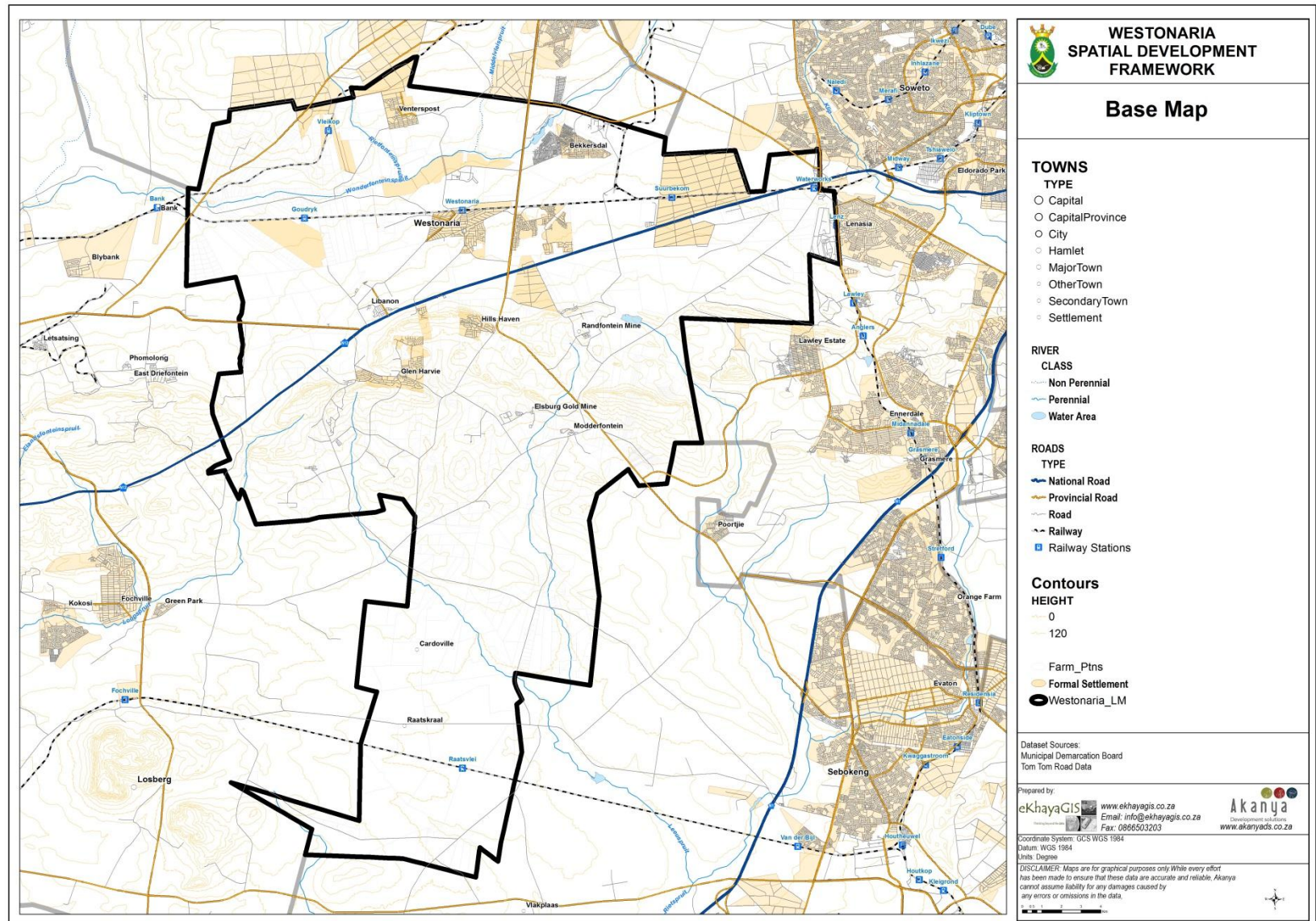
WESTONARIA SPATIAL DEVELOPMENT FRAMEWORK

1 INTRODUCTION

1.1 Background and Introduction

Westonaria is situated in the south west of Gauteng Province, approximately 60 km from the economic hub of Gauteng (Johannesburg / Tshwane). The Westonaria Local Municipality (WLM) covers an area of 616km². Westonaria Local Municipality is bordered by Randfontein Local Municipality, Johannesburg Metropolitan Municipality, Merafong City Local Municipality and Emfuleni Local Municipality.

Westonaria was originally established in support of mining operations, which still characterises the northern part of the WLM area. The southern part is predominantly agricultural.



1.2 Purpose of SDF

A Spatial Development Framework (SDF) is a core component of a Municipality's economic, sectoral, spatial, social, institutional, environmental vision. In other words it is a tool to achieve the desired spatial form of the Municipality.¹

Furthermore, an SDF is a framework that seeks to guide overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP. The aims of a spatial development framework are to promote sustainable functional and integrated human settlements, maximise resource efficiency, and enhance regional identity and unique character of a place².

In terms of the latest SDF Guidelines³, a local SDF should address at least the following issues:

- New urban growth areas.
- Areas for densification and restructuring.
- Conservation areas & areas to be protected, such as agricultural land, coastal zones, water catchments and water resources.
- Urban edges around settlements.
- Existing and future transport links.
- Priority areas for investment in community and social facilities.
- Conceptual guidelines for individual settlement plans that will become the subject of detailed sector plans for each settlement which should show proposals on a cadastral base.

1.3 SDF Legal Content Requirements

The main piece of legislation regulating the formulation and content of an SDF is the Municipal Systems Act (MSA) of 2000. At the time of writing, the Spatial Planning and Land Use Management Bill was not yet promulgated. In terms of Chapter 5 of the MSA, each local authority in South Africa is required to compile an Integrated Development Plan for its area of jurisdiction. According to Section 26 of the MSA the SDF is one of the core components of the IDP.

The draft guidelines for the compilation of an SDF contain a summary of legal requirements in terms of the components of spatial development frameworks⁴:

Component	Legislation
The desired spatial form and pattern of land use for the municipality, which must be visually represented (i.e. a plan)	MSA Regs 796 of 2001, S2(4)(b), (c)(i) and (i)
The desired direction and nature of growth	MSA Regs S2(4)(c)(iii), White Paper on Spatial Planning and Land Use Management, 2001
Major movement routes	White Paper on Spatial Planning and Land Use Management, 2000
Areas targeted for redressing past imbalances and spatial reconstruction	MSA Regs S2(4)(c)(ii), White Paper on Spatial Planning and Land Use, 2001
Conservation of the built and natural environment	White Paper on Spatial Planning and

¹ Department of Rural Development and Land Reform. 2011. Draft Guidelines for the Formulation of Spatial Development Frameworks (Draft 8; August 2011).

² Ibid.

³ Ibid.

⁴ DRDLR, Guidelines For The Formulation Of Spatial Development Frameworks Working Draft 8 August 2011; p3

Component	Legislation
	Land Use, 2001; NEMA; SAHRA
Where particular land use types will be encouraged or discouraged	MSA Regs S2(4)(i)(ii), White Paper on Spatial Planning and Land Use, 2001
Areas where development intensity could be increased or decreased	White Paper on Spatial Planning and Land Use, 2001
Urban edges	MSA Regs S2(4)(i)(iii)
Where development and infrastructure investment (both public and private) should take place	MSA Regs S2(4)(c)(i)
Where strategic intervention is required and priority spending should be directed	MSA Regs S2(4)(c)(iv) and (v)
Objectives, strategies and policies to achieve the desired spatial form	MSA Regs S2(4)(b) and (c)
Programs and projects for the development of land	MSA Regs S2(4)(g)
Guidelines for a land use management system	MSA S26(e), MSA Regs S2(4)(d), White Paper on Spatial Planning and Land Use, 2001
A capital investment framework	MSA Regs S2(4)(e), White Paper on Spatial Planning and Land Use, 2001
A strategic environmental assessment of impact of the SDF	MSA Regs S2(4)(f), White Paper on Spatial Planning and Land Use, 2001
A reflection on how the SDF is aligned with the planning of neighbouring municipalities and national and provincial policies and legislation	MSA S26(d), MSA Regs S2(4)(h)
A reflection on how the SDF gives effect to the DFA principles	MSA Regs S2(4)(a)

Table 1: Legal Requirements

Although not legislation at time of writing, the Spatial Planning and Land Use Management Bill, 2012 (B14B—2012), contains the following requirements for a municipal spatial development framework (Chapter 4 of the Bill):

12. (1) *The national and provincial spheres of government and each municipality must prepare spatial development frameworks that—*

- (a) interpret and represent the spatial development vision of the responsible sphere of government and competent authority;*
- (b) are informed by a long-term spatial development vision statement and plan;*
- (c) represent the integration and trade-off of all relevant sector policies and plans;*
- (d) guide planning and development decisions across all sectors of government;*
- (e) guide a provincial department or municipality in taking any decision or exercising any discretion in terms of this Act or any other law relating to spatial planning and land use management systems;*
- (f) contribute to a coherent, planned approach to spatial development in the national, provincial and municipal spheres;*
- (g) provide clear and accessible information to the public and private sector and provide direction for investment purposes;*
- (h) include previously disadvantaged areas, areas under traditional leadership, rural areas, informal settlements, slums and land holdings of state-owned enterprises and government agencies and address their inclusion and integration into the spatial, economic, social and environmental objectives of the relevant sphere;*
- (i) address historical spatial imbalances in development;*
- (j) identify the long-term risks of particular spatial patterns of growth and development and the policies and strategies necessary to mitigate those risks;*
- (k) provide direction for strategic developments, infrastructure investment, promote efficient, sustainable and planned investments by all sectors and indicate priority areas for investment in land development;*
- (l) promote a rational and predictable land development environment to create trust and stimulate investment;*

- (m) take cognisance of any environmental management instrument adopted by the relevant environmental management authority;*
- (n) give effect to national legislation and policies on mineral resources and sustainable utilisation and protection of agricultural resources; and*
- (o) consider and, where necessary, incorporate the outcomes of substantial public engagement, including direct participation in the process through public meetings, public exhibitions, public debates and discourses in the media and any other forum or mechanisms that promote such direct involvement.*

21. A municipal spatial development framework must—

- (a) give effect to the development principles and applicable norms and standards set out in Chapter 2;*
- (b) include a written and spatial representation of a five-year spatial development plan for the spatial form of the municipality;*
- (c) include a longer term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern for the next 10 to 20 years;*
- (d) identify current and future significant structuring and restructuring elements of the spatial form of the municipality, including development corridors, activity spines and economic nodes where public and private investment will be prioritised and facilitated;*
- (e) include population growth estimates for the next five years;*
- (f) include estimates of the demand for housing units across different socioeconomic categories and the planned location and density of future housing developments;*
- (g) include estimates of economic activity and employment trends and locations in the municipal area for the next five years;*
- (h) identify, quantify and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years;*
- (i) identify the designated areas where a national or provincial inclusionary housing policy may be applicable;*
- (j) include a strategic assessment of the environmental pressures and opportunities within the municipal area, including the spatial location of environmental sensitivities, high potential agricultural land and coastal access strips, where applicable;*
- (k) identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable;*
- (l) identify the designation of areas in which—*
 - (i) more detailed local plans must be developed; and*
 - (ii) shortened land use development procedures may be applicable and land use schemes may be so amended;*
- (m) provide the spatial expression of the coordination, alignment and integration of sectoral policies of all municipal departments;*
- (n) determine a capital expenditure framework for the municipality's development programmes, depicted spatially;*
- (o) determine the purpose, desired impact and structure of the land use management scheme to apply in that municipal area; and*
- (p) include an implementation plan comprising of—*
 - (i) sectoral requirements, including budgets and resources for implementation;*
 - (ii) necessary amendments to a land use scheme;*
 - (iii) specification of institutional arrangements necessary for implementation;*
 - (iv) specification of implementation targets, including dates and monitoring indicators; and*
 - (v) specification, where necessary, of any arrangements for partnerships in the implementation process.*

These requirements will be addressed in this document to ensure that the SDF will be in compliance with the new legislation.

1.4 Methodology and Approach

1.4.1 Normative Approach

An SDF is considered to be an indicative, high level planning process that is inherently integrative and strategic. The intention is to arrange development activities and the built form in such a manner that the ideas and desires of people to work, live, and use or develop resources are accommodated without compromising the natural environment and the way services are delivered. In doing this, it is important to recognise the following:

- National direction-giving policies and strategies, and the implication of these in the local context.
- Regional (provincial and district) policies and strategic direction.
- The current regional and local resources base and developmental pressures
- Stakeholder aspirations and needs.

In preparing an SDF, it is critical to recognise the role of spatial planning in the coordinated and integration use of resources during implementation, and this should be a key outcome of the SDF process.

1.4.2 Methodology

The methodology used for the compilation of the WLM SDF was adapted from the process recommended in the draft DRDLR Guidelines for the Formulation of Spatial Development Frameworks. A summary of this process is presented in **Figure 1**.

In terms of institutional arrangements, the National Department of Rural Development and Land Reform (DRDLR) has funded the project. Westonaria Local Municipality, together with the DRDLR, were the lead agencies in the project. The technical work was performed by Akanya Development Solutions, with input from the DRDLR and WLM, as well as stakeholders

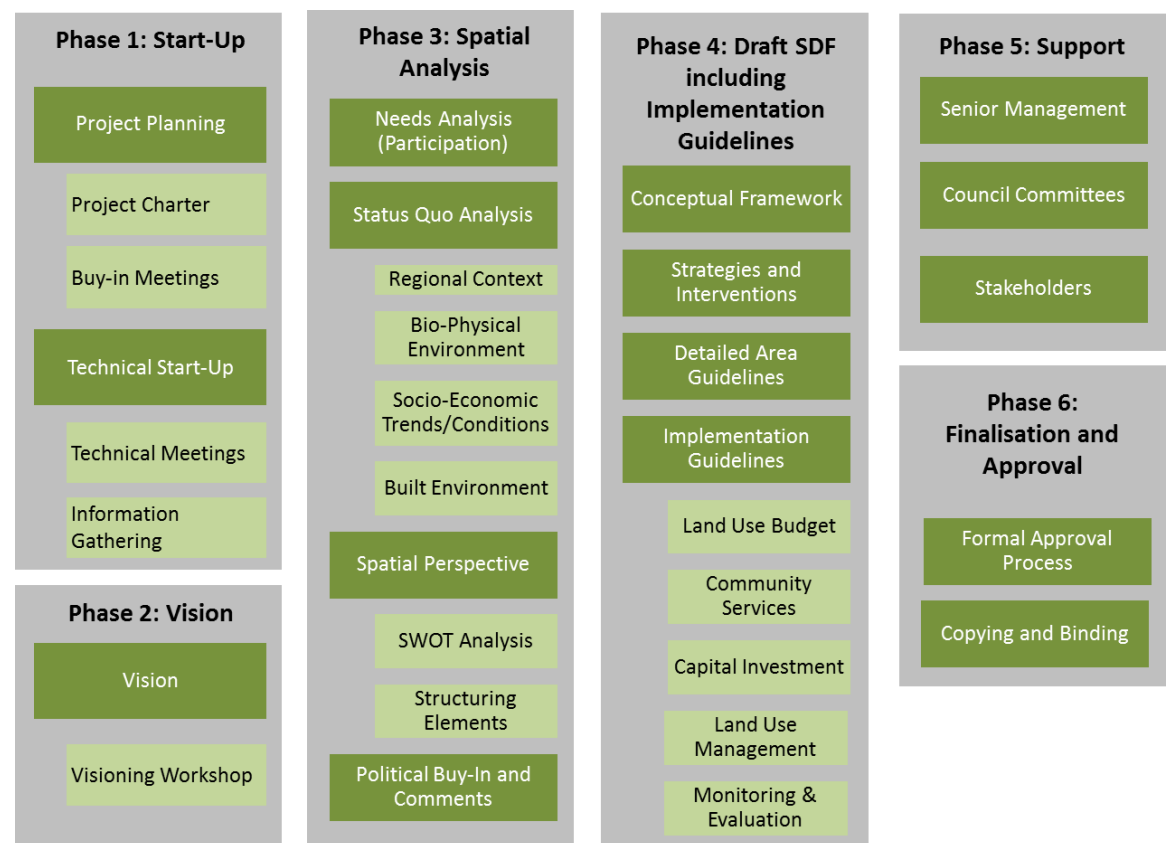


Figure 1: WLM SDF Process

The roles and responsibilities of the project management team were as follows:

Member	Organisation	Role
Mamonyane Mokoena	DRDLR	DRDLR Project Manager
Cassie Pelser	Westonaria LM	Westonaria LM Project Manager (Technical coordinator)
William Bila	Akanya Development Solutions	Akanya Project Director
In addition to the above, the following contact persons were kept informed of project activities and progress:		
Madeleen Muller	DRDLR	DRDLR Contact Person
Herina Hamer or Robbie Hendrikse	West Rand District Municipality	WRDM Contact Person

Table 2: Project Management Team

2 LEGISLATIVE FRAMEWORK AND ALIGNMENT

2.1 National Strategic Direction

A range of strategic planning instruments, policies and position papers set the strategic direction for development at a national level, including the following key policies that may guide some of the content issues addressed in the WLM SDF. The implications for the SDF are indicated in the table:

Policy / Legislation	Description	Implications for SDF
National Development Plan, Vision 2030	<p>The National Plan focuses on the following areas; for each of these specific actions and targets have been set:</p> <ul style="list-style-type: none"> • Economy and employment • Economic infrastructure • Transition to a low-carbon economy • Inclusive rural economy • South Africa in the regional and the world • Human settlements • Education, training and innovation • Health care for all • Social protection • Building safer communities • Building a capable state • Fighting corruption and enhancing accountability • Transforming society and uniting the country 	<p>Take cognisance of strategic direction and contextualise issues spatially. Of specific importance for overall spatial structure is the human settlements focus area: more people living closer to their places of work, better quality public transport, more jobs in or close to dense, urban townships. In Westonaria, the broadening of the economic base should also be prioritised.</p>

Policy / Legislation	Description	Implications for SDF
Medium Term Strategic Framework, 2009-2014	<p>The MTSF set out the strategic priorities of government for a period of five years:</p> <p><i>Strategic Priority 1:</i> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.</p> <p><i>Strategic Priority 2:</i> Massive programme to build economic and social infrastructure.</p> <p><i>Strategic Priority 3:</i> Comprehensive rural development strategy linked to land and agrarian reform and food security.</p> <p><i>Strategic Priority 4:</i> Strengthen the skills and human resource base.</p> <p><i>Strategic Priority 5:</i> Improve the health profile of all South Africans.</p> <p><i>Strategic Priority 6:</i> Intensify the fight against crime and corruption.</p> <p><i>Strategic Priority 7:</i> Build cohesive, caring and sustainable communities.</p> <p><i>Strategic Priority 8:</i> Pursuing African advancement and enhanced international cooperation.</p> <p><i>Strategic Priority 9:</i> Sustainable Resource Management and use.</p> <p><i>Strategic Priority 10:</i> Building a developmental state including improvement of public services and strengthening democratic institutions.</p>	<p>Take cognisance of strategic direction, contextualise spatial issues. Of specific relevance to Westonaria are:</p> <ul style="list-style-type: none"> • Economic transformation • Rural development and food security • Building sustainable communities
New Growth Path, 2009	<p>This recent strategic document deals specifically with issues such as creating decent work, reducing inequality and defeating poverty through “a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth”. The specific job drivers that have been identified are:</p> <ol style="list-style-type: none"> 1 Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy. 2 Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services. 3 Taking advantage of new opportunities in the knowledge and green economies. 4 Leveraging social capital in the social economy and the public services. 5 Fostering rural development and regional integration. <p>Efforts to support employment creation in the following key sectors should be prioritised:</p> <ul style="list-style-type: none"> • Infrastructure, • the agricultural value chain, • the mining value chain, • the green economy, • manufacturing sectors, which are included in IPAP2, and • tourism and certain high-level services. 	<p>Identify, if relevant, possible areas for expansion of key economic sectors. Of specific relevance for Westonaria are:</p> <ul style="list-style-type: none"> • Infrastructure investment to support economic diversification • Labour absorption in agriculture and manufacturing value chains

Policy / Legislation	Description	Implications for SDF
Comprehensive Rural Development Programme, 2009 ⁵	<p>“The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a co-ordinated and integrated broad based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities.” To ensure the achievement of rural development objectives, a three-pronged strategy including agrarian transformation, rural development and land reform is proposed:</p> <ul style="list-style-type: none"> • Agrarian Transformation: increased production and the optimal and sustainable use of natural resources; livestock farming and cropping, including the related value chain processes; the establishment and strengthening of rural livelihoods for vibrant local economic development; the use of appropriate technology, modern approaches and indigenous knowledge systems; and food security, dignity and an improved quality of life for each rural household. • Rural development: the establishment of economic and social infrastructure. • Land Reform: Increasing the pace of land redistribution; fast-track the settlement of labour tenant claims, especially in KwaZulu-Natal and Mpumalanga; speeding up the settlement of outstanding land restitution claims; and effective support to all land reform programmes through land planning and information. 	Identify suitable rural development initiatives and indicate accessible locations for these (CRPD projects).
Spatial Planning And Land Use Management Bill, 2012	<p>The following principles apply to spatial planning:</p> <p>(a) The principle of spatial justice, whereby—</p> <p>(i) past spatial and other development imbalances must be redressed through improved access to and use of land;</p> <p>(ii) spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;</p> <p>(b) the principle of spatial sustainability, whereby spatial planning and land use management systems must—</p> <p>(i) promote land development that is within the fiscal, institutional and administrative means of the Republic;</p> <p>(ii) ensure that special consideration is given to the protection of prime and unique agricultural land;</p> <p>(iii) uphold consistency of land use measures in accordance with environmental management instruments;</p> <p>(iv) promote and stimulate the effective and equitable functioning of land markets;</p> <p>(v) consider all current and future costs to all parties for the provision of infrastructure and</p>	Ensure that the principles are adhered to not only in the planning phase, but also the implementation of the SDF.

⁵ http://www.ruraldevelopment.gov.za/DLA-Internet/content/pages/CRDP_Background_and_Framework.jsp. Downloaded 18 January 2011

Policy / Legislation	Description	Implications for SDF
	<p>social services in land developments;</p> <p>(vi) promote land development in locations that are sustainable and limit urban sprawl; and</p> <p>(vii) result in communities that are viable;</p> <p>(c) the principle of efficiency whereby—</p> <p>(i) land development optimises the use of existing resources and infrastructure;</p> <p>(d) the principle of spatial resilience whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and</p> <p>(e) the principle of good administration whereby—</p> <p>(i) all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;</p> <p>(ii) all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;</p> <p>(iii) the requirements of any law relating to land development and land use are met timeously;</p> <p>(iv) the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and</p> <p>(v) policies, legislation and procedures must be clearly set in order to inform and empower members of the public.</p>	
Green Paper On Land Reform, 2011	<p>Vision for Land Reform:</p> <p>A re-configured single, coherent four-tier system of land tenure, which ensures that all South Africans, particularly rural blacks, have a reasonable access to land with secure rights, in order to fulfil their basic needs for housing and productive livelihoods.</p> <p>Clearly defined property rights, sustained by a fair, equitable and accountable land administration system within an effective judicial and 'governance' system.</p> <p>Secure forms of long-term land tenure for resident non-citizens engaged in appropriate investments which enhance food sovereignty and livelihood security, and improved agro-industrial development.</p> <p>Effective land use planning and regulatory systems which promote optimal land utilization in all areas and sectors; and, effectively administered rural and urban lands, and sustainable rural production systems.</p> <p>The principles which underpin land reform are three-fold:</p> <p>(a) de-racialising the rural economy;</p> <p>(b) democratic and equitable land allocation and use across race, gender and class; and,</p> <p>(c) a sustained production discipline for food security</p>	<p>Identify opportunities for land reform in the dual context of urban and rural development. In terms of urban areas, scope for development is limited due to geological conditions in the area. In terms of rural development, the WLM has no strong rural service centre or substantial rural settlements.</p>

Policy / Legislation	Description	Implications for SDF
	<p>Strategic Thrust of Land Reform:</p> <p>Land Reform is located within the CRDP, and is anchored by the following pillars:</p> <p>(a) a coordinated and integrated broad-based agrarian transformation;</p> <p>(b) an improved land reform programme; and,</p> <p>(c) strategic investment in economic, cultural, ICT and social infrastructure for the benefit of all rural communities.</p> <p>While separate in the design, rural development and land reform are aligned at policy, programme and institutional levels to ensure coordinated service delivery. In pursuit of agrarian transformation, the link between the land question and agriculture is acknowledged as the basis of the search for an economic rationale and a vision of a post-reform agrarian structure. Yet, demand for land may be for other productive but non-agricultural uses.</p>	
Comprehensive Plan for the Development of Sustainable Human Settlements (“Breaking new Ground” / BNG), 2004.	BNG defines sustainable human settlements as “well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity” (p11). The development of sustainable human settlements go beyond the development of houses, and should also include appropriate social and economic infrastructure, offer a variety of options in appropriate housing solutions to choose from (e.g. different tenure forms), and should contribute to spatial restructuring.	Indicate where future subsidised housing project should be located. Provision should be made for a variety of housing typologies, aimed at the full spectrum of the housing market. Reflect on the need for supporting infrastructure (such as social facilities) related to subsidised housing projects.

Table 3: National Strategic Direction

In addition to overall strategic direction, some sector-specific direction is also provided that may have an implication for a local SDF:

Policy / Legislation	Description	Implications for SDF
National Waste Management Strategy (draft, November 2011):	Local government must provide waste management services, which include waste removal, storage and disposal services, as per Schedule 5B of the Constitution. They must also submit an IWMP plan to the MEC for approval. The IWMP must be integrated to the municipal integrated development plans (IDPs)	Spatial location of waste transfer stations and landfill sites.
Neighbourhood Partnership Development Grant (NPDG) (2007)	The NPDG is aimed at stimulating and accelerating investment in poor, underserved residential neighbourhoods by providing technical assistance and capital grant financing for municipal projects. These projects should have a distinct private sector element or an intention to achieve this. Funding from this programme takes the form of a conditional grant to municipalities through the Division of Revenue Act (DoRA), 2007 and is administered by the Neighbourhood Development Programme (NDP) Unit of the National Treasury. (National Treasury, 2007)	Identify priority areas for investment and renewal, project identification.
Department of Water Affairs (formerly and Forestry) Best Practice Guidelines (2006)	DWA has produced a number of Best Practice Guidelines to assist participants including the mining and metallurgy industries, water and sanitation infrastructure, community water supply schemes.	Take note of relevant guidelines where applicable.

Policy / Legislation	Description	Implications for SDF
National Biodiversity Framework (NBF) (2008), published in terms of the National Environmental Management: Biodiversity Act (Act 10 of 2004)	The NBF provides a framework to co-ordinate and align the efforts of the many organizations and individuals involved in conserving and managing South Africa's biodiversity, in support of sustainable development. It also provides a framework for conservation and development, emphasizing that care should be taken over the location of development, the type of development, and the consumption of natural resources in the development process.	Take into account existing West Rand EMF. Of specific relevance is the impact of dolomite on both urban development and agriculture.

Table 4: Sector-Specific Legislation

2.2 Provincial Strategic Direction

The Gauteng Employment Growth and Development Strategy (2009-2014) (GEGDS) identifies five strategic pillars around which strategic interventions are organised. The GEGDS also identifies key drivers in the form of various dynamic government interventions through which the Gauteng Provincial Government will act on the economy.

Strategic Pillars	Cross-Cutting Drivers
<ul style="list-style-type: none"> Transforming the provincial economy through improved efficiency (economic dimension); Sustainable employment creation (economic dimension); Increasing economic equity and ownership (equality dimension); Investing in people (social dimension); and Sustainable communities and social cohesion (social dimension). 	<ul style="list-style-type: none"> Green Economy and Sustainable Energy Usage; Innovation and the Knowledge Economy; Infrastructure – Strategic, Socio-economic and Bulk; Green Jobs; Community-led Local Economic Development; Skills Development and Capacity Building; and Spatial Planning.

Table 5: GEGDS Summary

To give a spatial dimension to its strategic vision, the Gauteng Spatial Development Framework (GSDF) 2011 has been developed.

The GSDF identifies the northern part of Westonaria as part of an urban consolidation area and future urban corridor.

The area to the south of the ridges remains rural.

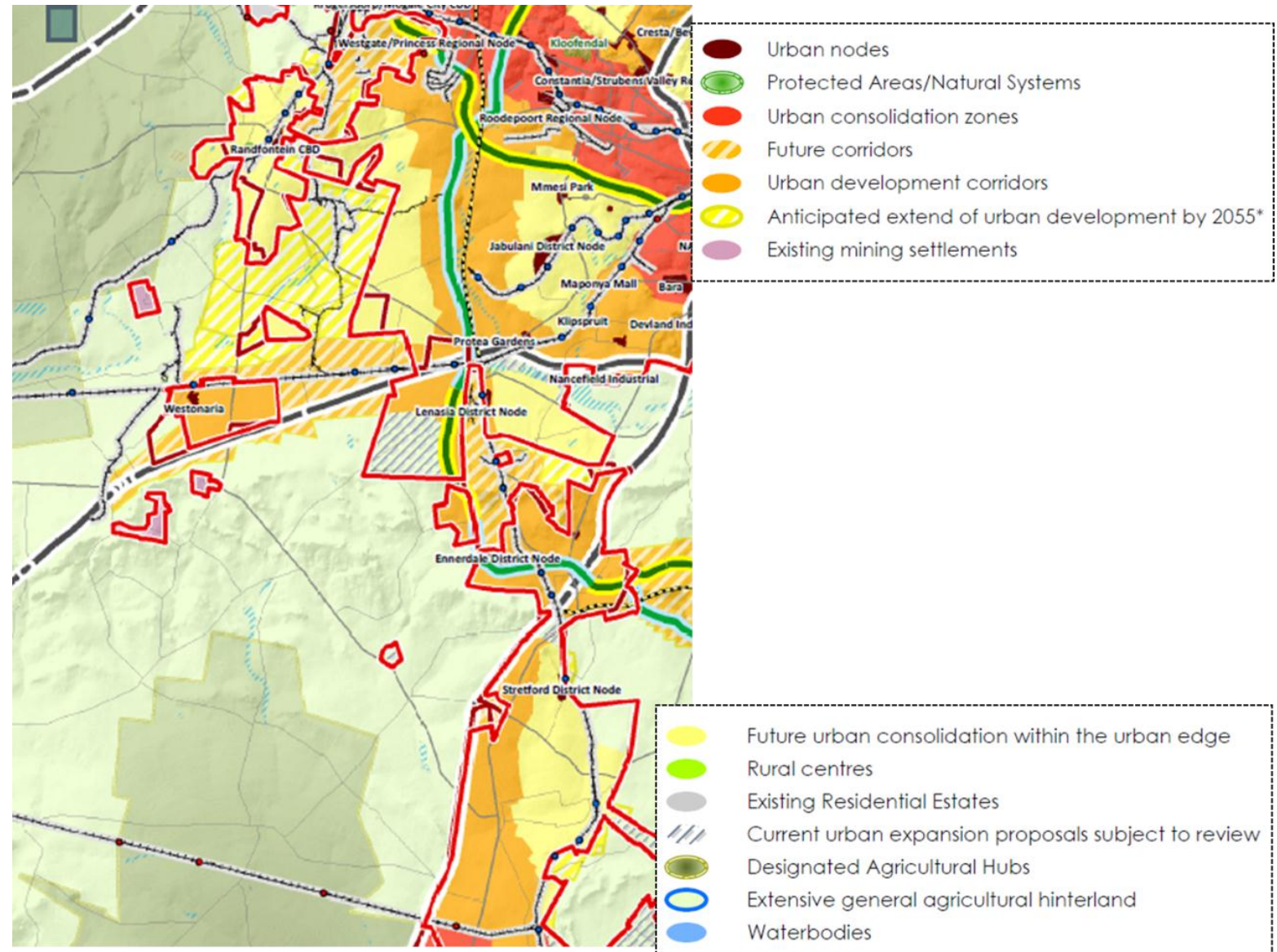


Figure 2: GSDF

2.3 Local Strategic Direction and Alignment

Westonaria is part of the West Rand District Municipality (WRDM).

The draft WRDM Regional SDF (2010) identifies Westonaria as a regional node. The northern part of the WLM is identified as urban and peri-urban, and the remainder of the area as agricultural.

This is in line with the proposals of the GSDF as illustrated above.

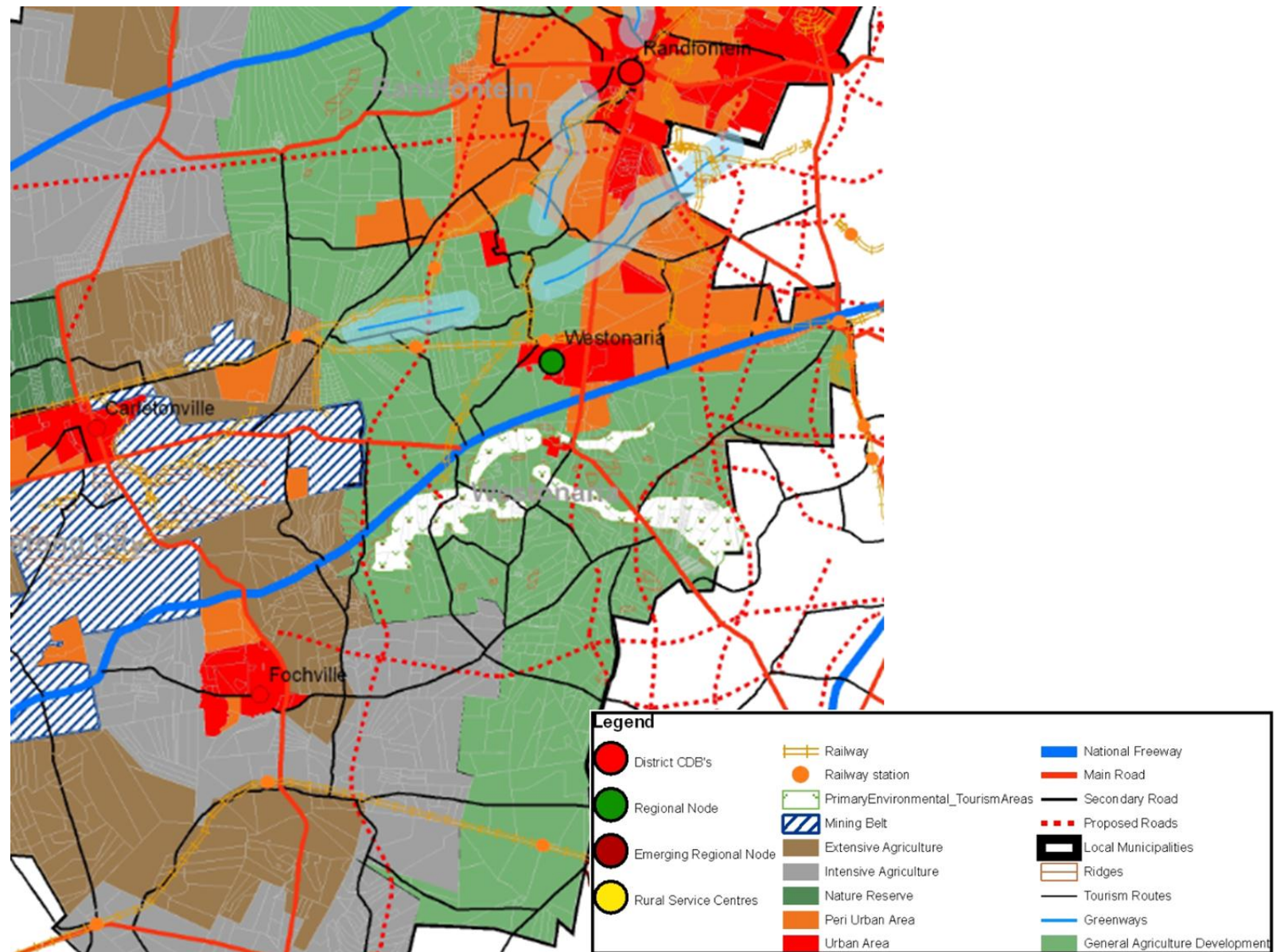


Figure 3: WRDM RSDF

The current WLM SDF provides more detailed guidelines. It also recognises Westonaria CBD as the (only) major node in the area, and identifies areas for industrial and residential expansion in the north east corner of the WLM. The N12 is identified as a potential activity corridor (part of the N12 Treasure Route). Only a small area is identified for potential longer term urban development. The northern part of the WLM is affected by dolomitic conditions that prohibit development.

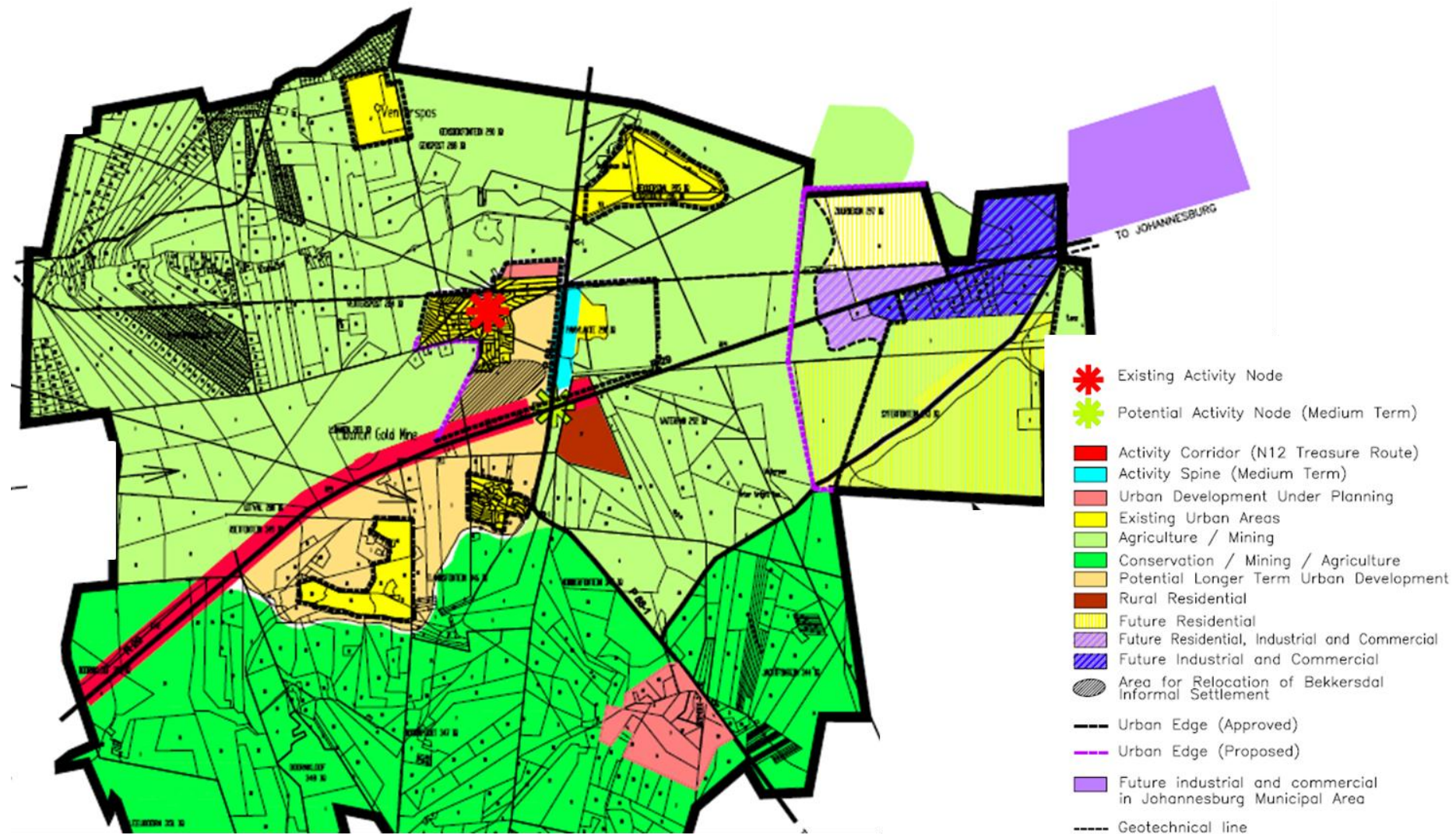


Figure 4: Existing WLM SDF

Spatial plans for surrounding municipalities contain the following guidelines:


Randfontein	City of Joburg	Merafong City	Emfuleni
<p>In terms of the Randfontein SDF (2012), the following should be noted:</p> <ul style="list-style-type: none"> The R28 has been identified as a major regional corridor and mobility route Southward expansion of development towards the WLM is prohibited due to dolomite conditions. Existing development on the border of the WLM are agricultural holdings, similar in nature to the holdings in WLM. 	<p>Regions G and D of the City of Joburg are located directly to the east of the WLM. In Region G (Lenasia, etc.) no major development initiative is proposed that would directly affect the WLM.</p> <p>Region D includes the new residential extensions to Protea to the north of the WLM.</p> <p>The Syferfontein low cost housing development and its relationship to the Doornkop / Lufhereng development in the City has been identified as a cross-border issue: Lufhereng - Commenced in 2008; a large scale, mixed income, mixed type and mixed tenure housing development. Once complete, it is expected to yield 24 000 houses, with schools, clinics, sports fields and recreational amenities.</p> 	<p>No spatial planning documents could be sourced for Merafong City. As an alternative, the latest IDP and Growth and Development Strategy were consulted. The following should be noted in terms of spatial impact:</p> <ul style="list-style-type: none"> Recognition of importance of N12 as development corridor ("Treasure Route") Emphasis on mining and manufacturing. Areas abutting WLM are of similar nature – i.e. rural areas characterised by agriculture and mining. 	<p>The focus of spatial planning in Emfuleni is the promotion of Vanderbijlpark and Vereeniging as urban nodes. No direct linkages with the small area of the WLM that is directly abutting Emfuleni are proposed. The area directly abutting the WLM is characterised by agricultural uses, similar in nature to the uses in the WLM.</p>

Table 6: Surrounding Planning

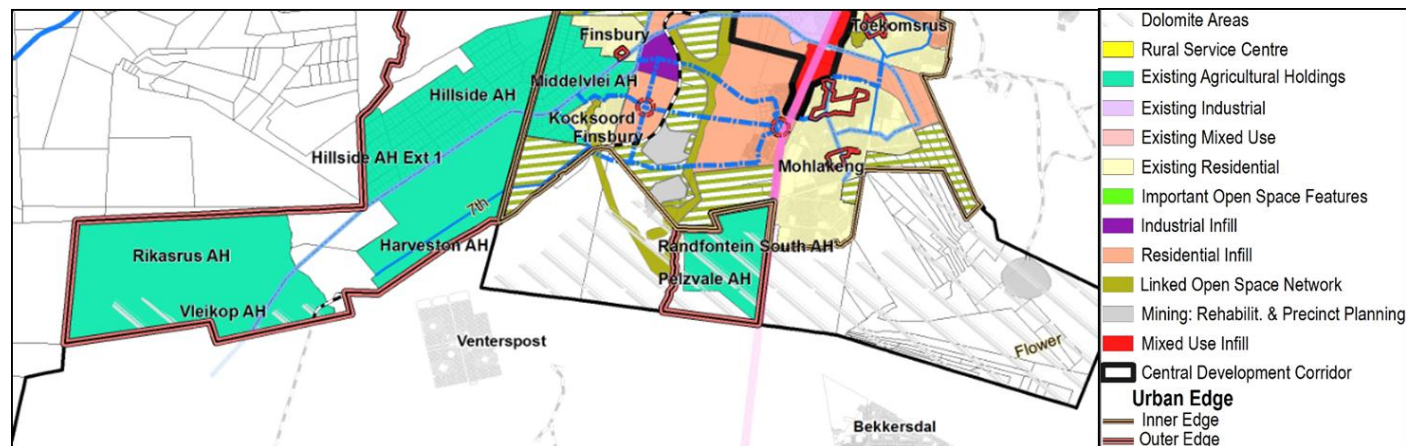


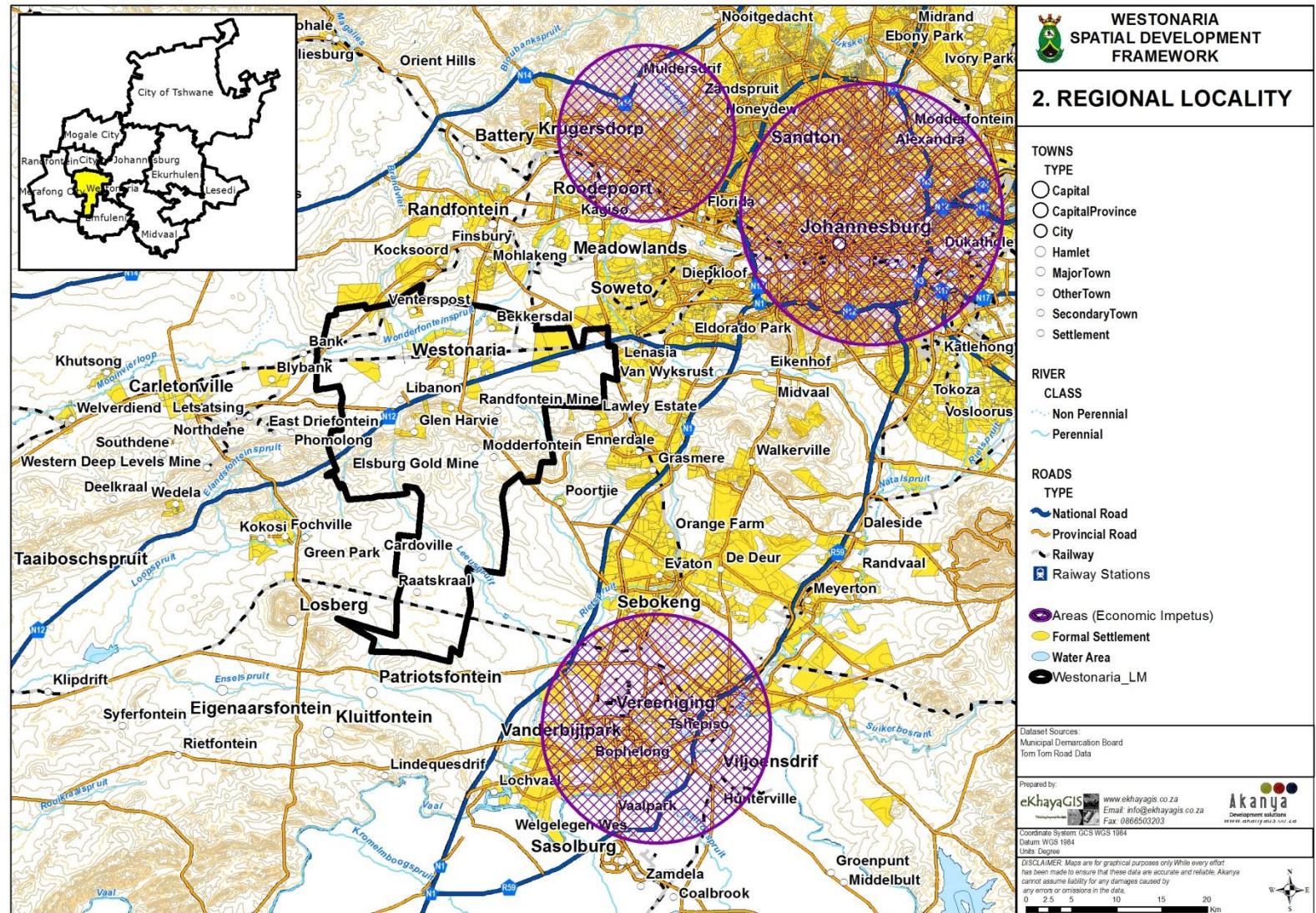
Figure 5: Extract: Randfontein SDF

3 REGIONAL CONTEXT

3.1 Regional Locality

Westonaria is located in the south west of Gauteng province. It is located in close proximity to Randfontein, forming a functional region with Randfontein along the R28. The WLM is well connected to the Gauteng region via the R28 and N12. The major economic nodes around the WLM are Krugersdorp (in Mogale City), Johannesburg / Sandton / Roodepoort (in City of Joburg) and Vereeniging / Vanderbijlpark (in Emfuleni).

The north east portion of the WLM bordering on the City of Joburg metro area can be considered to be a new regional growth point. New residential extensions to Soweto (Protea Extensions) are bordering on the WLM, and will in future form an integrated residential area with new developments planned inside the WLM. Planned new retail developments (in Joburg) and industrial developments (in the WLM) will contribute to the further intensification of the area.



3.2 Regional Context

Westonaria is part of the West Rand District Municipality.

It is the smallest municipality in the District in terms of both population and economic base. Only 14% of the District population resides in the WLM, and it contributed 11% of the total District GDP in 2010.

Percentage Distribution of District Population				
Municipality	2001	% of DM Population 2001	2011	% of DM Population 2011
Mogale City LM	295505	40%	362422	44%
Randfontein LM	128842	17%	149286	18%
Westonaria LM	109799	15%	111767	14%
Merafong City LM	210481	28%	197520	24%
West Rand LM	744 627	100%	820995	100%
Source: StatsSA				

West Rand Population 2011

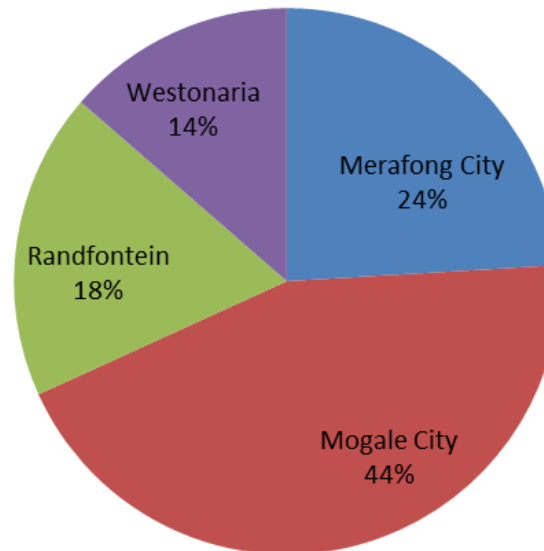
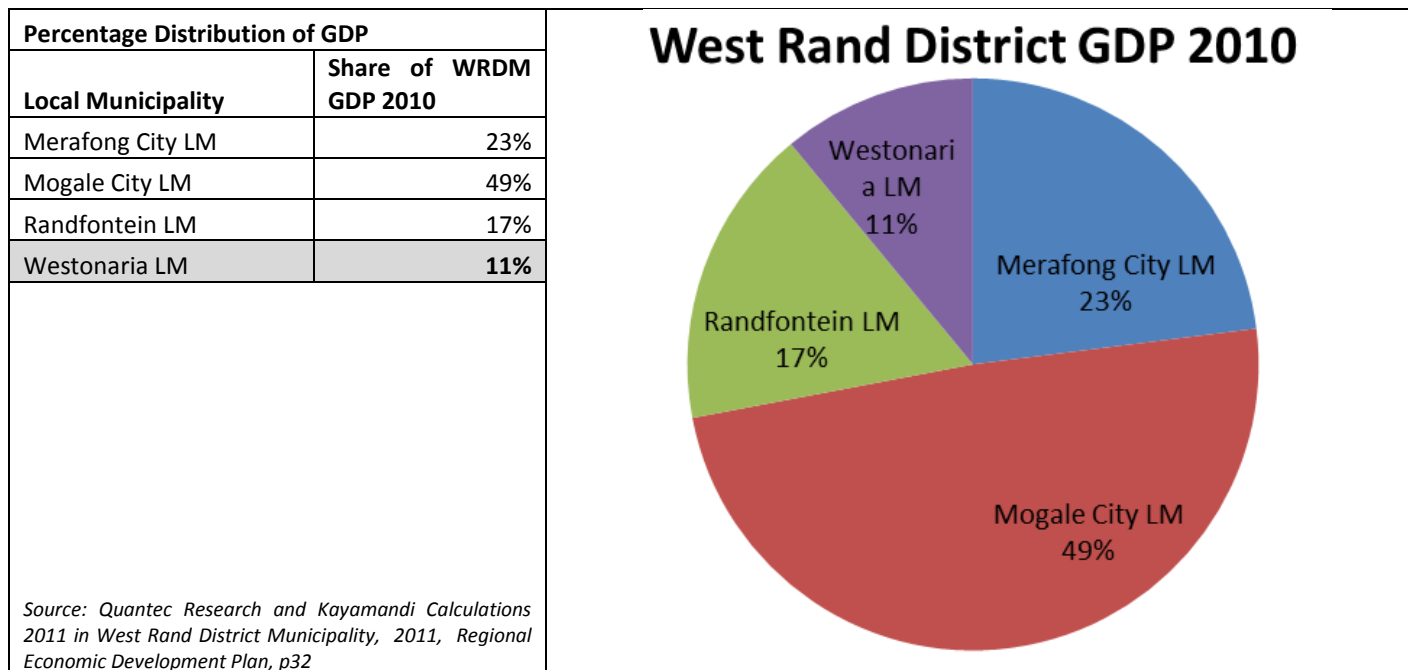


Table 7: District Population

Mogale City is the leading contributor to the West Rand GDP, followed by Merafong City. Mogale City has a diverse economic base, whereas Merafong City relies very heavily on mining.

Westonaria also relies on mining but make a much smaller contribution in that sector compared to Merafong City (also refer to employment distribution in the District below).



West Rand District GDP 2010

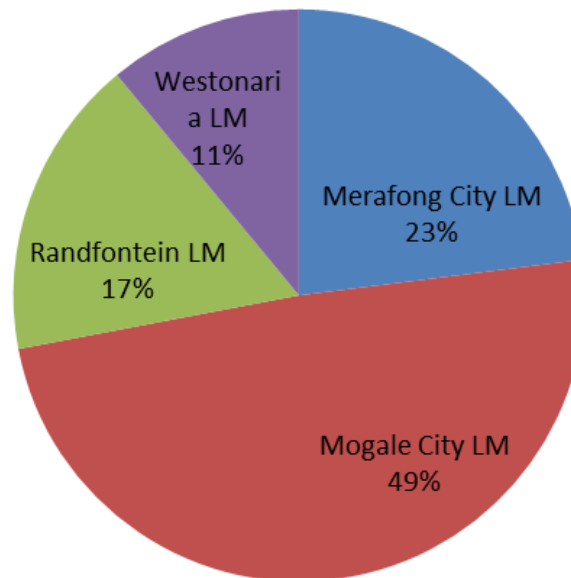


Table 8: District GDP

The WLM also makes a relatively small contribution to total employment in the West Rand.

The only sector in which it makes a substantial contribution is mining. Around 20% of employment in the mining sector in the West Rand emanates from Westonaria. The WLM is not leading any employment sector in the West Rand.

Merafong LM is the dominant area in the mining employment sector, and Mogale City is the leading area in all other employment sectors by a substantial margin.

WRDM Sectoral Contribution to Employment per LM 2010 (p32-33)				
	Mogale	Randfontein	Westonaria	Merafong
Agriculture	58.50%	14.00%	2.80%	24.70%
Mining	2.10%	2.70%	20.50%	74.60%
Manufacturing	61.30%	23.90%	5.30%	9.60%
Electricity & Water	69.50%	8.10%	7.00%	15.30%
Construction	57.50%	12.80%	8.70%	21.00%
Wholesale & Trade	53.10%	17.50%	5.60%	23.80%

WRDM Sectoral Contribution to Employment per LM 2010 (p32-33)				
	Mogale	Randfontein	Westonaria	Merafong
Transport & Communication	59.10%	23.80%	8.10%	8.90%
Business services	66.70%	18.40%	3.80%	11.10%
Community services	47.40%	19.00%	9.00%	24.60%
Government services	50.80%	21.00%	7.40%	20.80%
<i>Source: Quantec Research and Kayamandi Calculations 2011 in West Rand District Municipality, 201, Regional Economic Development Plan, p31</i>				

Table 9: District Employment

In conclusion, although the WLM is part of Gauteng province and well-connected to various higher-order nodes, it is an area with a relatively small population and small economic base if viewed in a regional context. Spatially, it forms a functional unit with part of Randfontein located along the R28. It is not a major contributor to the regional economy, although it does make a fairly significant contribution to mining employment in the region. Westonaria itself has a small population, but is experiencing significant growth in residential development just across its border with City of Joburg.

4 STATUS QUO ANALYSIS

4.1 Bio-Physical Environment

The bio-physical environment is analysed in detail in the 2011 Westonaria State of the Environment Report, the Gauteng C-Plan3 (2011) and the West Rand Dolomite Risk Assessment Study (2012). For detailed planning purposes, these technical documents should be used. This section presents a summary overview of these detailed technical documents to place the spatial planning in an environmental context.

4.1.1 Topography

The WLM is characterised by a fairly even topography, with the exception of a ridge running east-west across the centre of the municipal area. This ridge forms a strong divide between the more developed, urbanised area of the WLM in the north, and the predominantly agricultural southern portion of the municipal area.

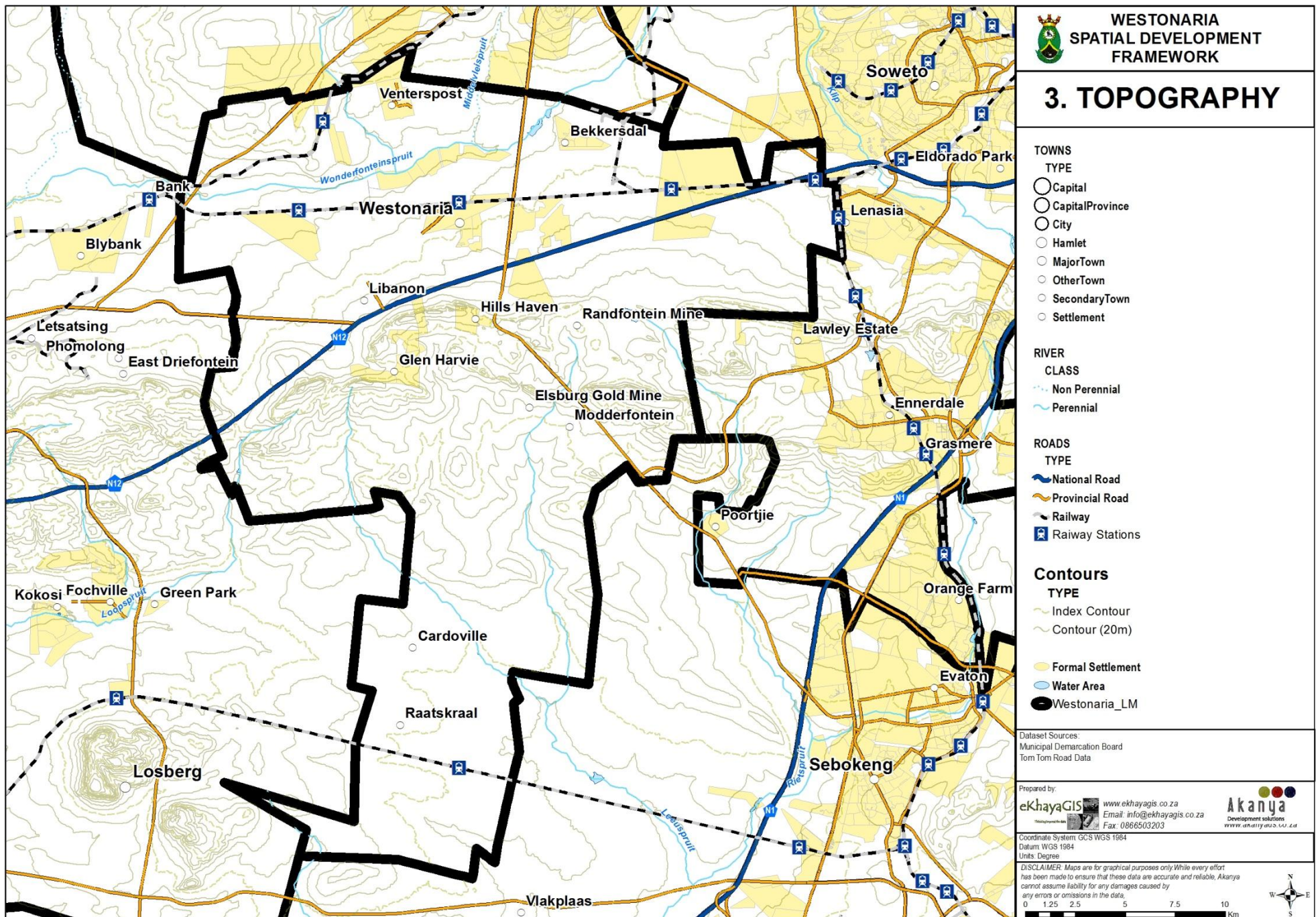
The topography of the area is indicated on **Map 3: Topography**.

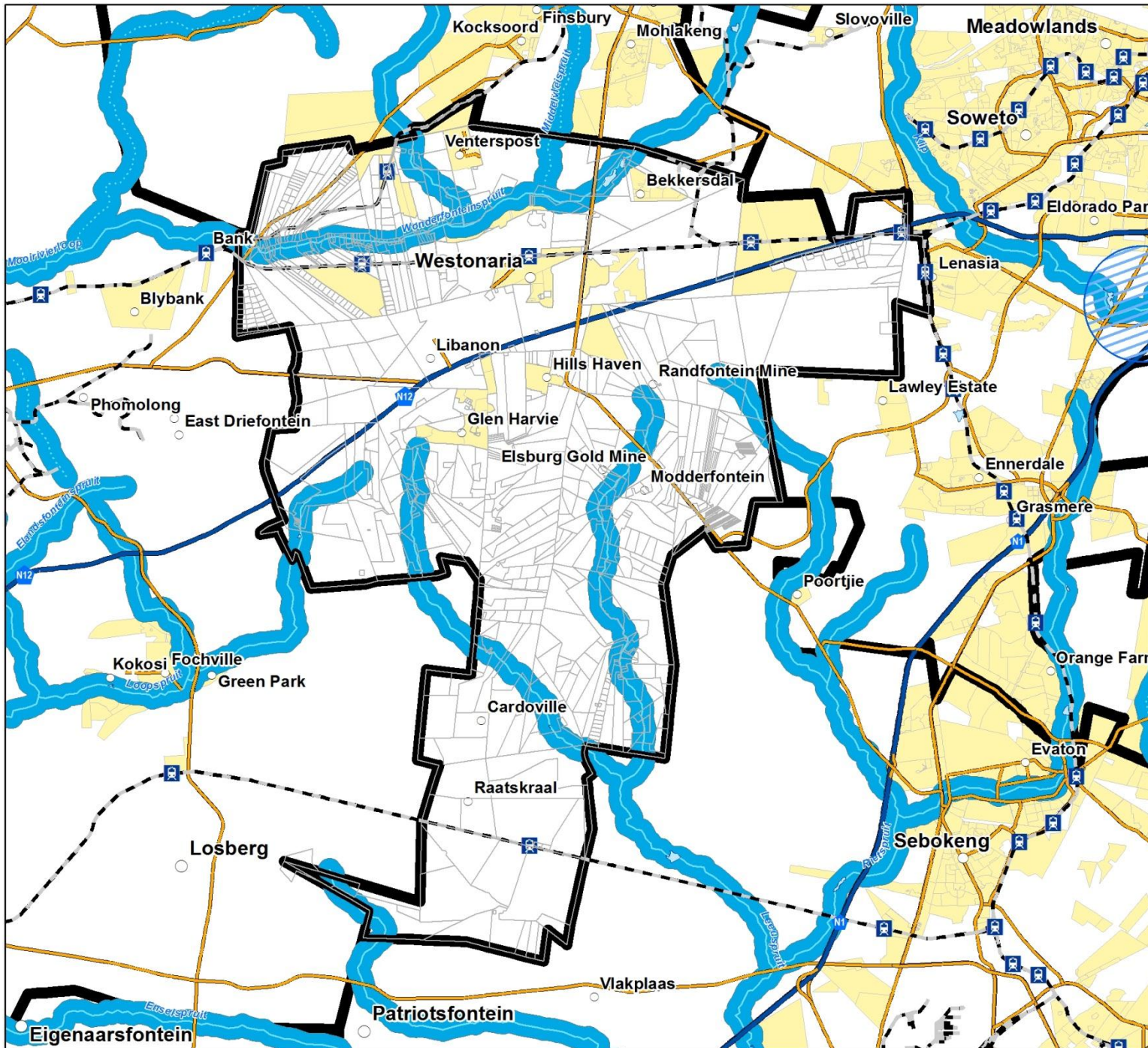
4.1.2 Hydrology


The east-west ridge acts as the main watershed in Westonaria. Three streams flow in a southerly direction towards the Leeuspruit and Rietspruit in Sedibeng. The Loopspruit flows south west into Carletonville. The Wonderfonteinspruit (part of the Mooi River system) and two of its tributaries flows through the northern part of Westonaria.

Donandson's Dam, in the past used as a recreational area, is situated to the north of Bekkersdal as part of the Wonderfontein Spruit system.

Hydrological features are indicated on **Map 4: Hydrology**.







**WESTONARIA
SPATIAL DEVELOPMENT
FRAMEWORK**

4. HYDROLOGY

TOWNS

TYPE

- Capital
- Capital/Province
- City
- Hamlet
- Major Town
- Other Town
- Secondary Town
- Settlement

RIVER

CLASS

- Non Perennial
- Perennial
- River Buffer
- Wetland
- Water Area

ROADS


TYPE


- National Road
- Provincial Road
- Railway
- Railway Stations

Formal Settlement

Westonaria_LM

Dataset Sources:
Municipal Demarcation Board
Tom Tom Road Data


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 Development solutions
www.akanya.co.za

Coordinate System: GCS WGS 1984
Datum: WGS 1984
Units: Degree

DISCLAIMER: Maps are for graphical purposes only. While every effort has been made to ensure that these data are accurate and reliable, Akanya cannot assume liability for any damages caused by any errors or omissions in the data.

0 1.25 2.5 5 7.5 10 Km

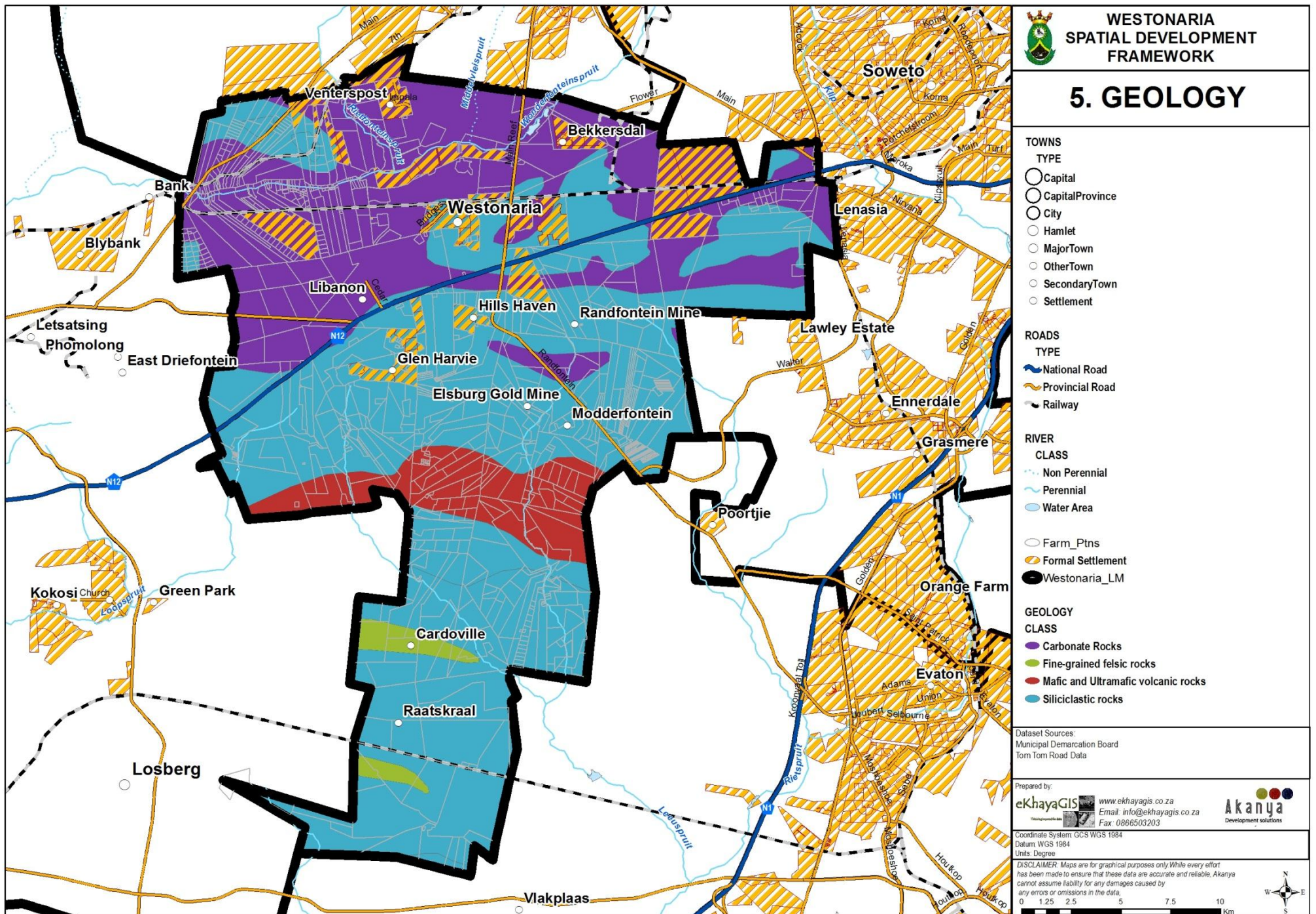


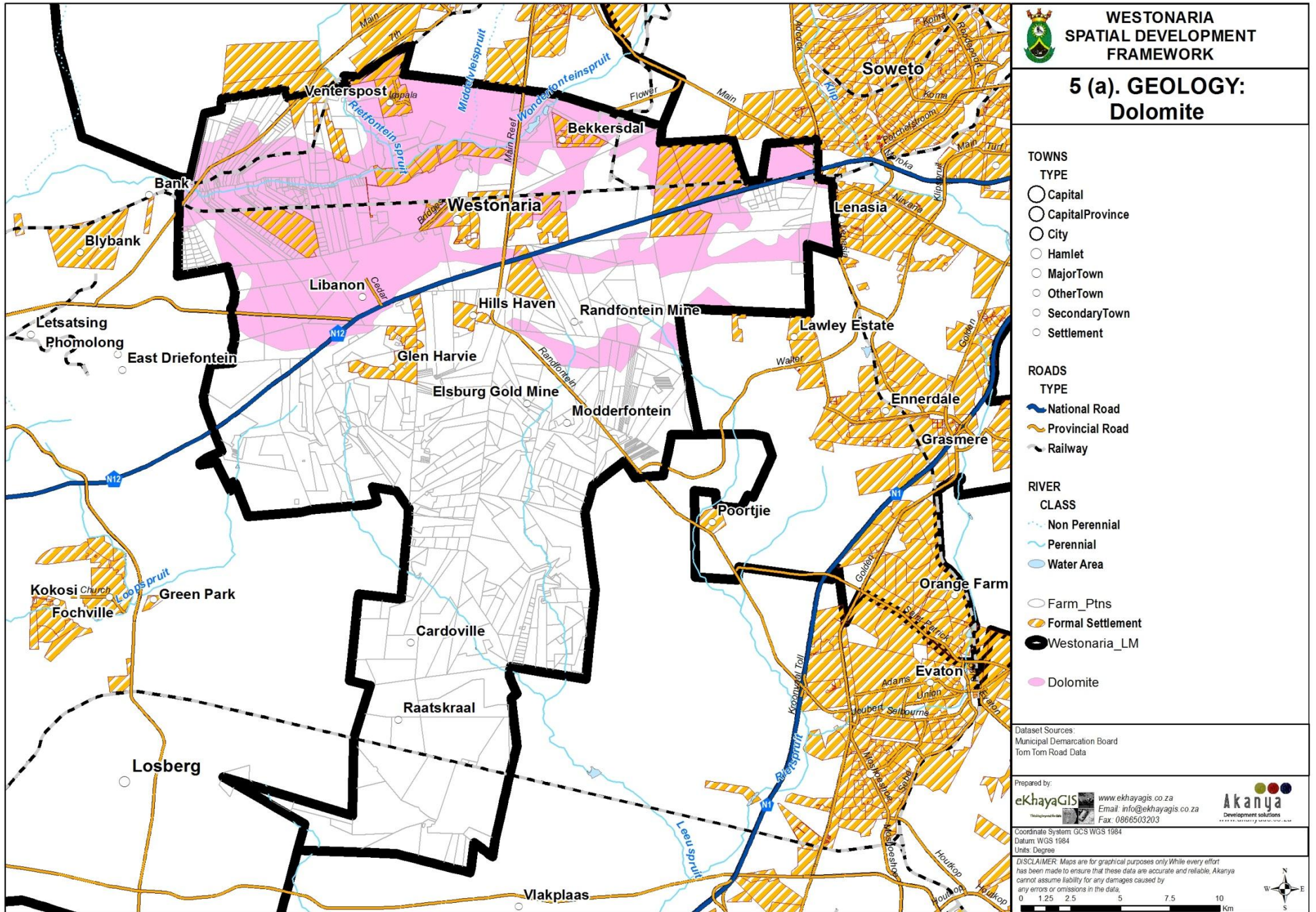
4.1.3 Soil and Geology

Geology poses a major impediment to development in Westonaria. The entire northern portion of the WLM (north of the ridge) is severely affected by dolomite. This rock formation carries high risk of sink holes and results in large portions of land in Westonaria being undevelopable.

(Include detail from dolomite study and replace Map 5(a) with detailed dolomite risk classes and building restrictions as soon as permission to access GIS information has been obtained from West Rand District Municipality)

General geological conditions are indicated on **Map 5: Geology**. A more detailed view of the different dolomite classes are shown on **Map 5(a): Dolomite**.





4.1.4 Vegetation

Most parts of Westonaria are within the grassland biome, which is typical of the Highveld. The exception is the ridge, which is in the savannah biome.

A more detailed classification on vegetation types in terms of the Mucina and Rutherford (2006) classification system identified five vegetation types, three of these being more detailed classification of the grassland systems:⁶

- Soweto Highveld Grassland: 127km²
- Carltonville Dolomite Grassland: 275.6km²
- Rand Highveld Grassland: 129.7km²

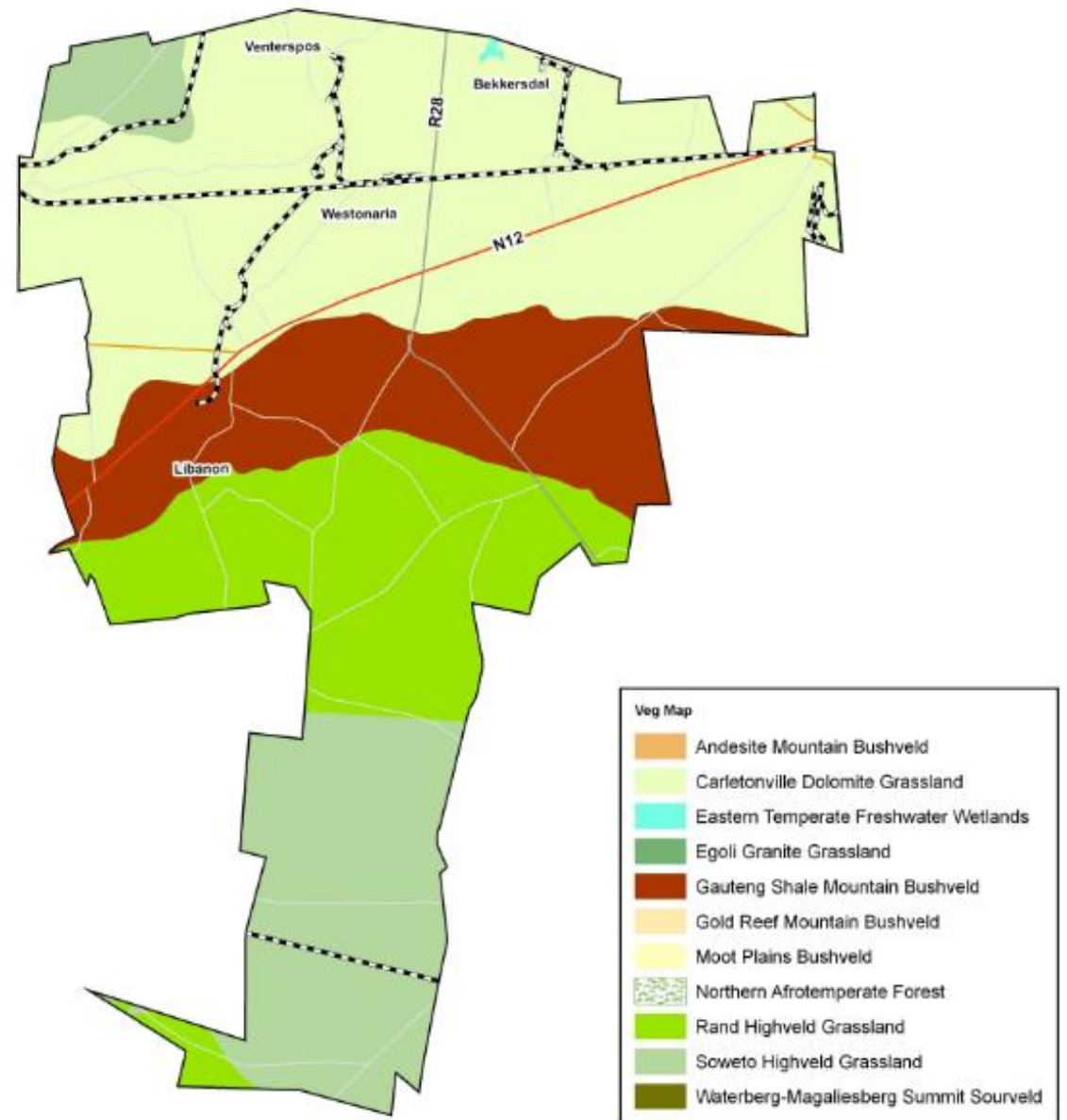
The ridge area is classified as Gauteng Shale Mountain Bushveld (107km²)

The area around the wetland area in the Wonderfontein spruit north of Bekkersdal is classified as Eastern Temperate Freshwater Wetlands (0.38km²).

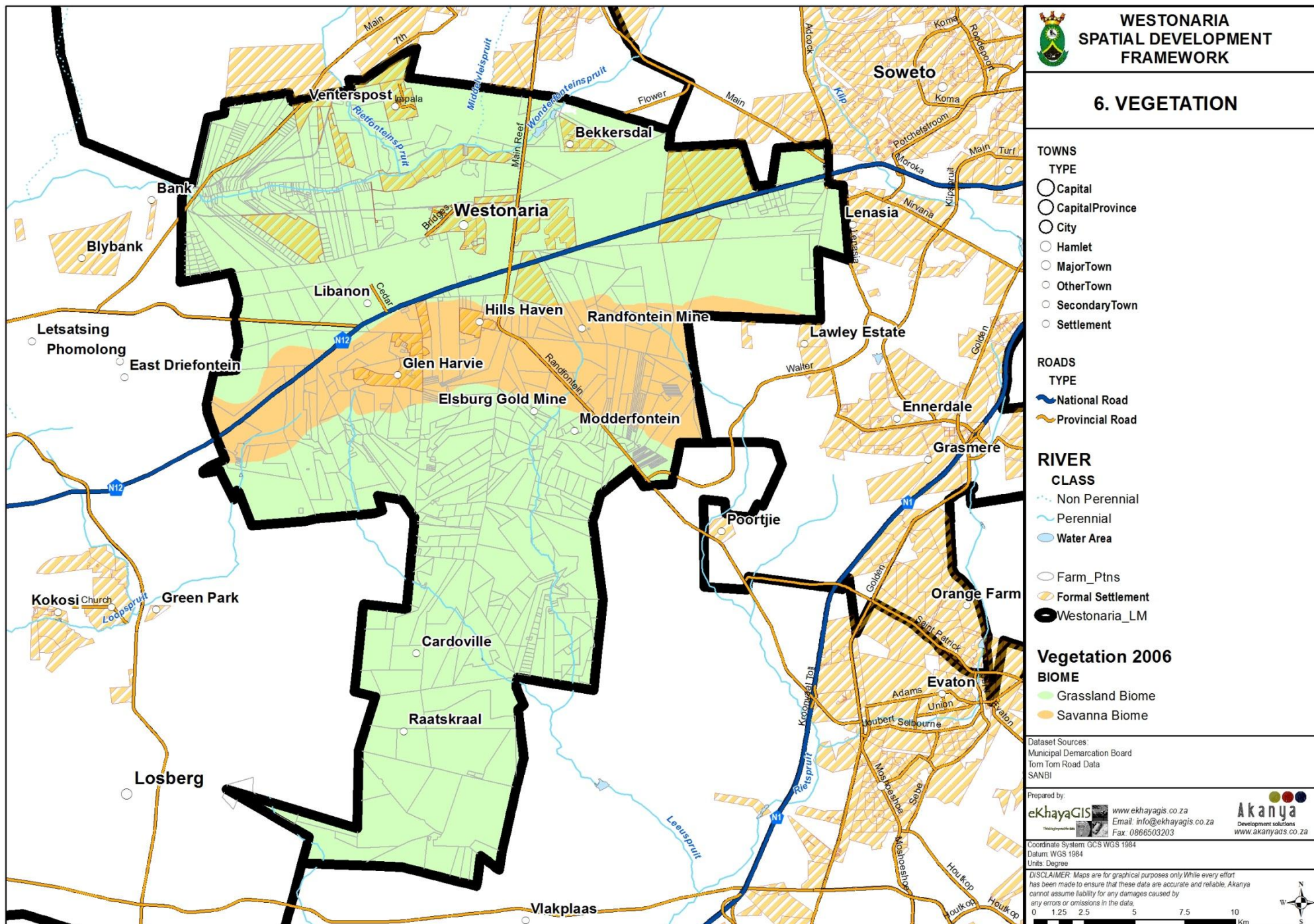
None of these vegetation types are formally protected. It is thus important to establish formal conservations areas in the WLM. More on the protection of the natural and cultural assets of the WLM will be discussed later in this report.

The main biomes are indicated on **Map 6: Vegetation**. More detailed grassland classification is indicated on **Figure 5** (Map 4-2 from State of Environment Report).

Figure 6: Detailed Vegetation Classification



⁶ WRDM. 2011. Westonaria State of the Environment Report p8-9. Also refer to Map 4-2 of the State of Environment Report.



4.1.5 Climate

Westonaria has a temperate climate, conducive to human habitation and dry land agriculture.

Westonaria normally receives about 559mm of rain per year, with most rainfall occurring during summer. It receives the lowest rainfall (0mm) in June and the highest (104mm) in December. The monthly distribution of average daily maximum temperatures shows that the average midday temperatures for Westonaria range from 16.6°C in June to 26.7°C in January.⁷

4.1.6 Conservation (Natural and Cultural Heritage)

In terms of protecting sensitive areas, the Gauteng C-Plan⁸ identifies irreplaceable and important sites due to the presence of Red Data species, endemic species and potential habitat for these species to occur.

- Important site: A site designated as important in meeting targets set for the conservation of biodiversity, the significance of which is subject to ground-truthing. The site is important to protect in some way, but not essential and can be replaced by a similar site, but a trade-off in the efficiency of the conservation plan may be the result.
- Irreplaceable site: A site designated as essential in meeting targets set for the conservation of biodiversity. Options for achieving these targets will be reduced should the site not be protected.

There are no conclusive reports regarding the status of biodiversity in the WRLM. The 2011 State of Environment Report states (piii): “the percentage of land in the WRLM that is considered irreplaceable has increased from 0% to 7% since the first version of the C-Plan. However, irreplaceable land can only decrease and seldom increases. Therefor this is an indication that either the definition of irreplaceable land changed or the accuracy with which it was measured has increased”.

In the current version of the C Plan (version 3, 2011), the percentage of land in the WLM that is considered irreplaceable is xx%. It is estimated that remaining natural areas make up around 35% of the WLM area.⁹

There are no formal nature reserves or other forms of formal protection of natural areas in Westonaria. This is a concern in the view of the occurrence of Red Data List (RDL) species in the WLM. There are 8 RDL plant species, 1 RDL mammal species and 1 RDL invertebrate species in the WLM¹⁰.

⁷ http://www.saexplorer.co.za/south-africa/climate/westonaria_climate.asp

⁸ Gauteng Department of Agriculture and Rural Development. 2011. Gauteng Conservation Plan Version 3.3 (C-Plan 3.3) October 2011

⁹ WRDM. 2011. Westonaria State of the Environment Report p8-9.

¹⁰ WRDM. 2011. Westonaria State of the Environment Report p16. (Species identified by GDARD 2010)

The irreplaceable sites were identified based on RDL species presence and should as such be prioritised for conservation.

The ridges are also a priority. It is stated in the State of Environment Report (p9) that “ridges are known for the high biodiversity they support due to their high spatial heterogeneity and they often provide important migratory corridors along which animal and plant species can migrate. In the WLM 50.89 km² has been classified as a ridge varying from the most natural class (Class 1 – 21.2 km²) to transformed (Class 3 – 0.09 km²).”

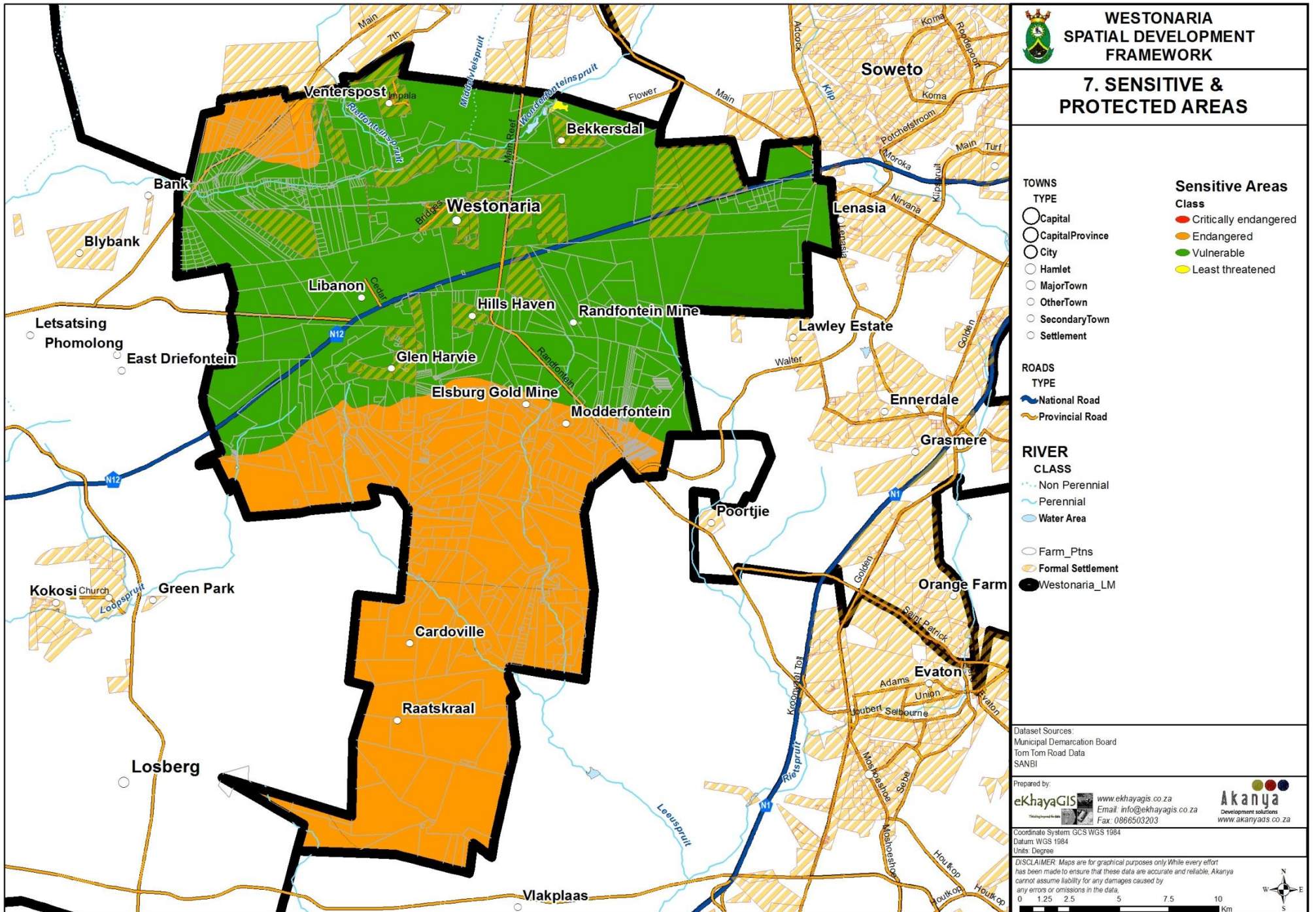
Figure 7: RDL Species in WRLM 2010

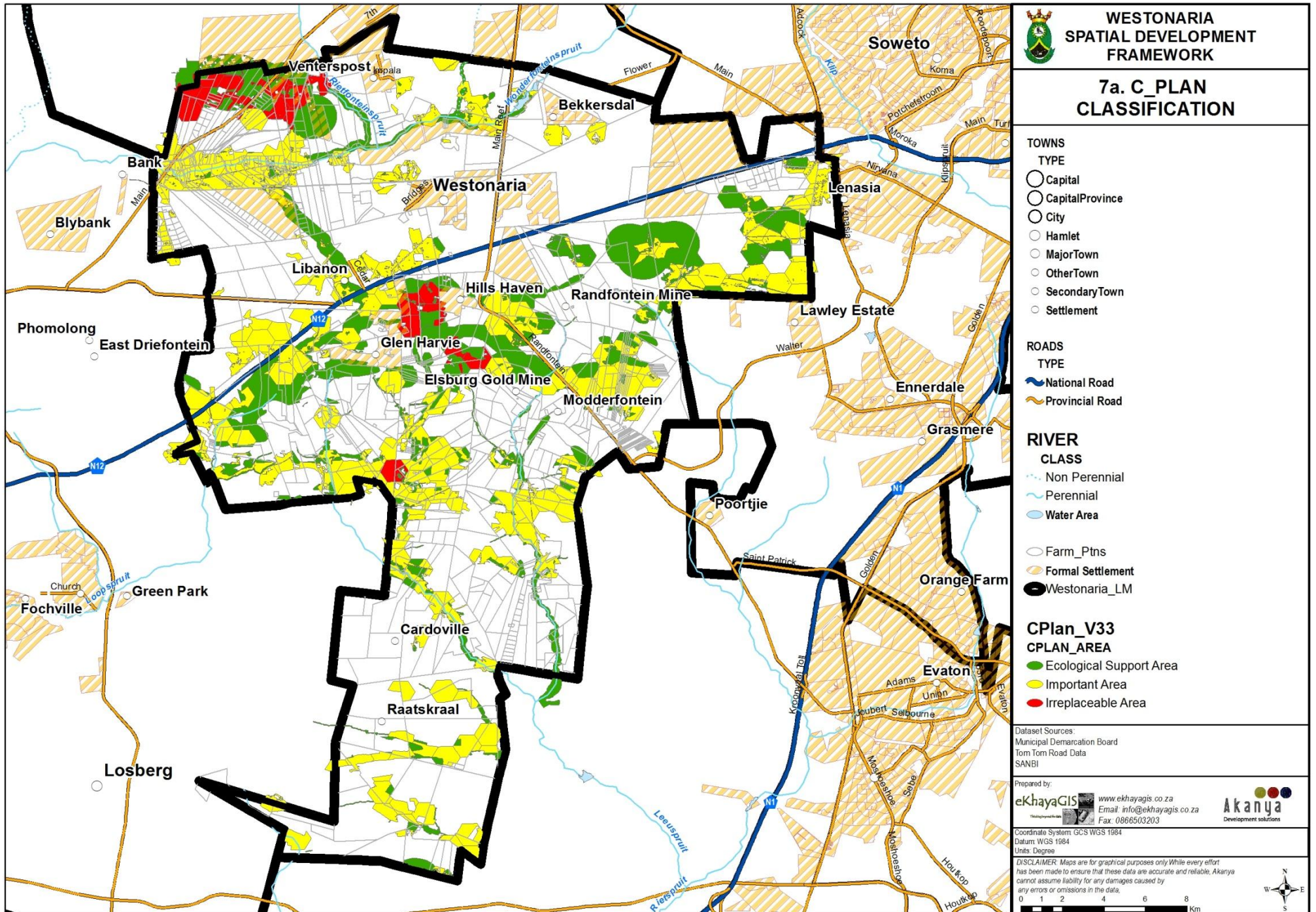
Red Data Plants	Red Data Mammals	Red Data Invertebrates	Red Data Birds
<i>Andromischus umbraticola subsp. umbraticola</i> <i>Cineraria longipes</i> <i>Dioscorea sylvatica</i> <i>Habenaria mossii</i> <i>Kniphofia typhoides</i> <i>Lepidium mossii</i> <i>Lithops lesliei subsp. lesliei</i> <i>Trachyandra erythrorrhiza</i>	<i>Mystromys albicaudatus</i> <i>(White-tailed rat)</i>	<i>Lepidochrysops praeterita</i> <i>(Highveld blue butterfly)</i>	<i>Gyps coprotheres</i> (Cape Vulture) <i>Tyto capensis</i> (African Grass Owl) <i>Eupodotis senegalensis</i> (White-bellied korhaan) <i>Phoenicopterus ruber</i> (Greater flamingo) <i>Phoenicopterus minor</i> (Lesser flamingo) <i>Circus ranivorus</i> (African Marsh Harrier) <i>Sagittarius serpentarius</i> (Secretary bird) <i>Mirafra cheiana</i> (Melodius Lark) <i>Glareola nordmanni</i> (Black-winged pratincole)

Environmentally sensitive areas are shown on **Map 7: Sensitive and Protected Areas**.

The irreplaceable and important sites are shown on **Map 7(a): C-Plan Classification**. These sites are mostly the ridges and rivers / wetlands in the WLM.¹¹

¹¹ Gauteng Department of Agriculture and Rural Development. 2011. Gauteng Conservation Plan Version 3.3 (C-Plan 3.3) October 2011





4.1.7 Natural Resources

The southern portion of the WLM area is used for agricultural activities and is directly abutting the Emfuleni provincial agricultural hub¹². This region also forms part of the maize triangle. The northern portion has higher agricultural potential, but is also more intensively developed in terms of human settlements and mining. The risk posed by dolomite affects the nature of agricultural activities that can be practised (see section on geology earlier in the report). According to the WRDM Regional Economic Development Plan, various agricultural projects are planned for Westonaria, e.g. agri-business development (production of herbs, essential oils and vegetables, a livestock breeding programme, a nursery and instant lawn project and hydroponics farming and poultry production in Simunye. The main agricultural products in the region are:¹³

- Maize
- Grain sorghum
- Dry beans
- Sunflowers
- Various vegetables
- Beef cattle
- Chickens and broilers
- Pork
- Milk

Agricultural potential is indicated on **Map 8 Natural Resources: Agricultural Potential**.

Mining is currently the backbone of the WLM economy, and was also the reason for the establishment of the town of Westonaria. The sector is still the largest employer in the region. Gold is the most important mineral mined in the West Rand, with some of the largest unmined gold reserves in South Africa.¹⁴ The WRDM Regional Economic Development Plan also states that: “The mining industry is set to play an important role in the economy of the West Rand for many years to come. With an average life span of 26 years per mine and the current favourable outlook thanks to high international gold prices, there is still considerable potential to utilize the mining sector as a catalyst for developing other economic activities, by strengthening local backward and forward linkages.”¹⁵

In addition to employment and economic benefits, mining settlements (e.g. Libanon, Glen Harvie and Hills Haven) offer a good quality residential environment.

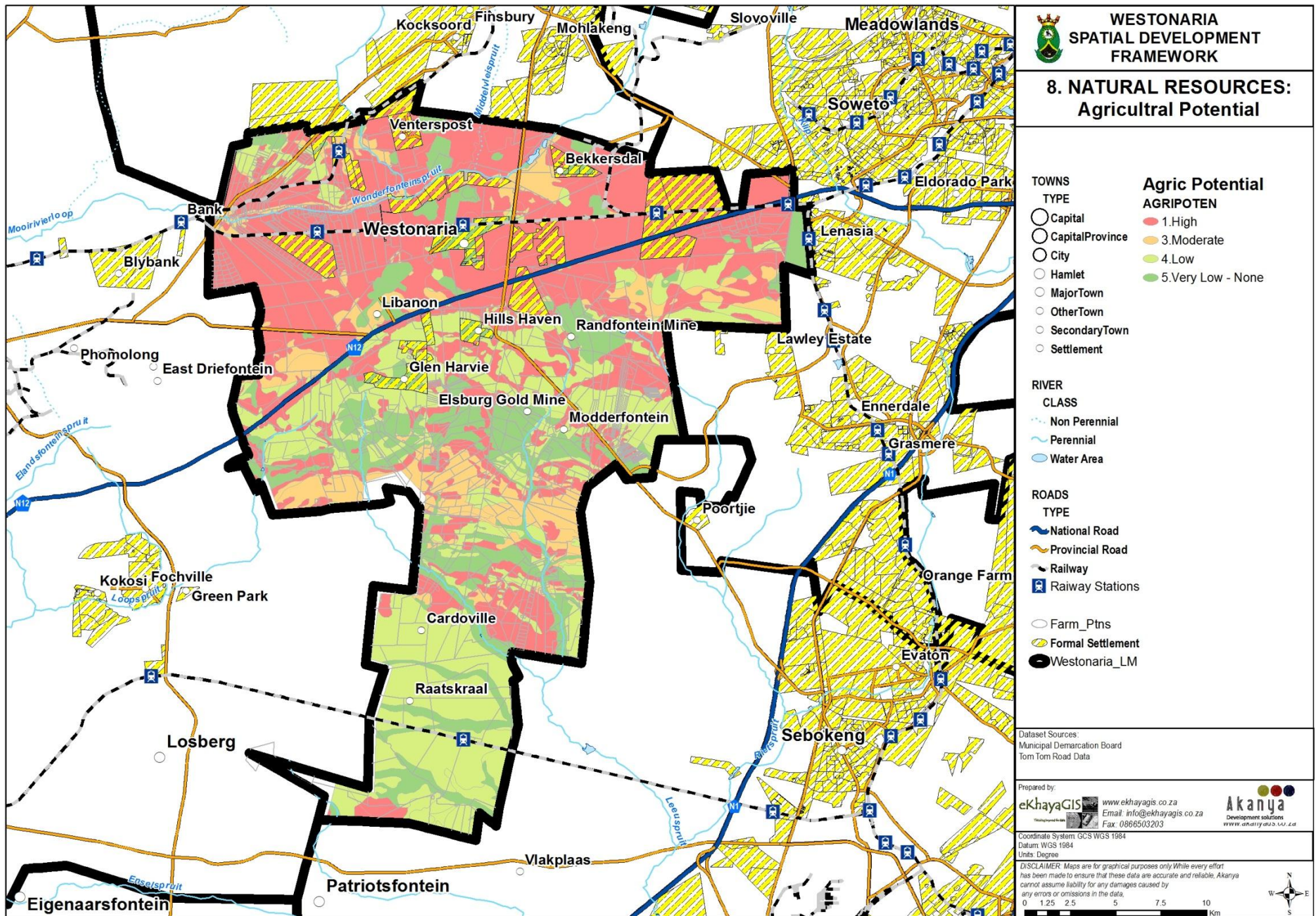
There are a number of active mines in the area. Mines are indicated on **Map 8 (a) Natural Resources: Mining**.

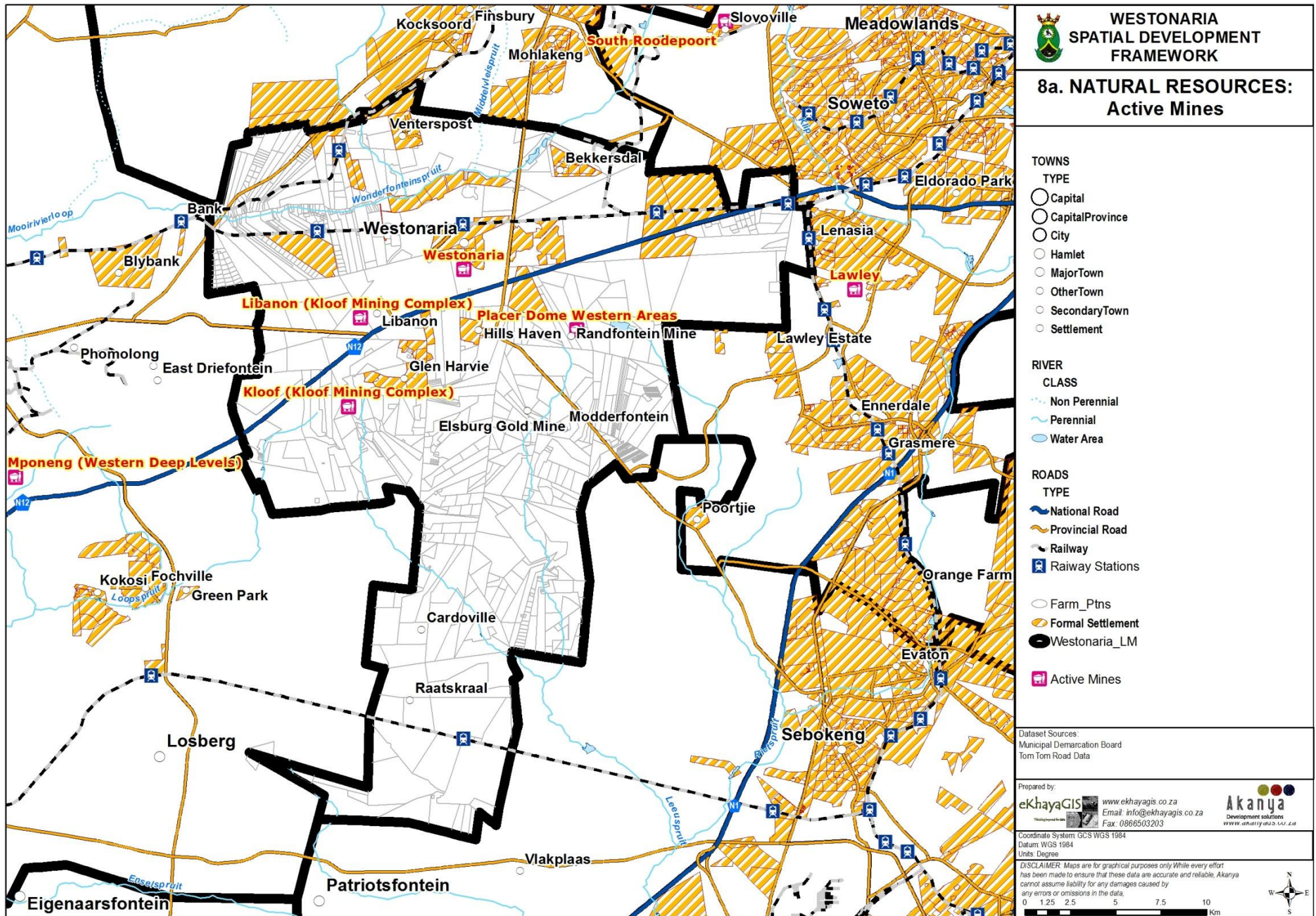
¹² Gauteng Department of Agriculture and Rural Development. 2008 The Gauteng Agricultural Plan. Land Capability, Production Status, Ownership, Land Settlement, Minimum Farm Sizes and Agricultural Sustainability

¹³ West Rand District Municipality. 2011. Regional Economic Development Plan, p65-66

¹⁴ West Rand District Municipality. 2011. Regional Economic Development Plan, p67

¹⁵ Ibid





4.1.8 Environmental Considerations for Spatial Planning

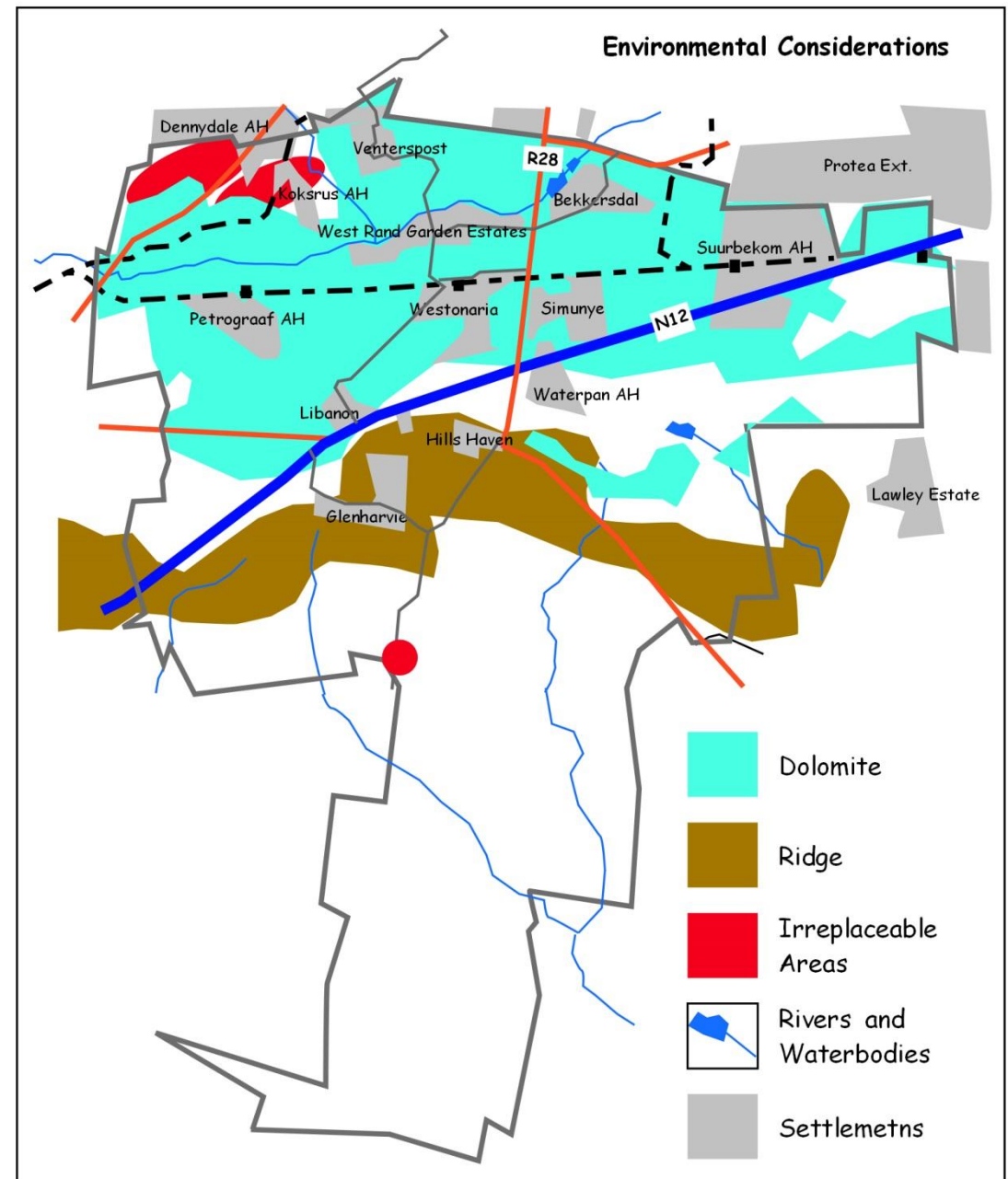
The main environmental constraint to development in Westonaria is the underlying dolomite. This severely limits both the areas where development can take place, and the type of development permitted.

There are not conservation areas in the WLM. The irreplaceable sites identified in the C-Plan 3.3 and the river buffers and dams should be prioritised for protection.

The ride also forms a significant feature, both as an area to be prioritised for conservation, and as a physical feature dividing the WLM area in two.

The key spatial considerations for spatial planning are indicated on **Figure 7**.

Figure 8: Environmental Considerations



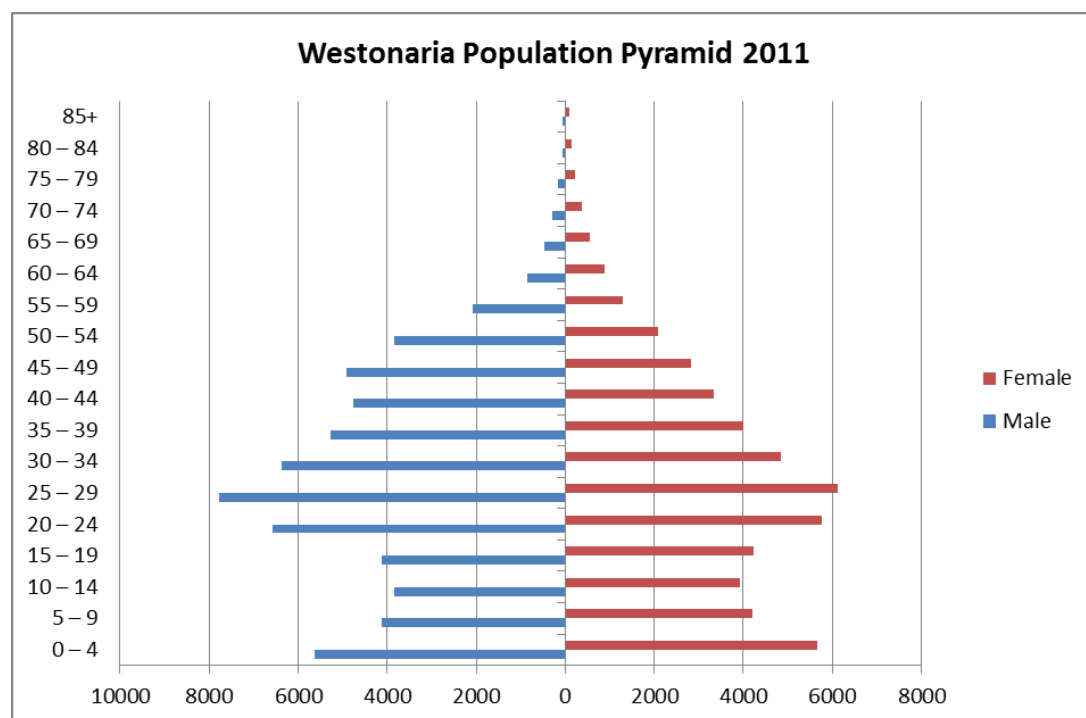
4.2 Socio-Economic Trends and Conditions

4.2.1 Demographic Profile

The WLM has a fairly small population of 111 769 people, comprising 40 102 households in 2011.¹⁶

The male / female distribution shows a higher percentage of males in the economically active age group from 20 years to 59 years of age, which may be an indication of migrant workers being present in the area (e.g. working in the mining sector which is the biggest employer in the area).

Age	Male	Percentage	Female	Percentage	Totals
0 – 4	5619	50	5669	50	11289
5 – 9	4125	49	4215	51	8338
10 – 14	3840	49	3933	51	7775
15 – 19	4122	49	4232	51	8352
20 – 24	6569	53	5768	47	12338
25 – 29	7778	56	6123	44	13903
30 – 34	6365	57	4856	43	11221
35 – 39	5270	57	4007	43	9275
40 – 44	4752	59	3341	41	8095
45 – 49	4906	63	2826	37	7729
50 – 54	3838	65	2090	35	5929
55 – 59	2080	62	1290	38	3368
60 – 64	843	49	873	51	1717
65 – 69	473	46	550	54	1022
70 – 74	296	45	369	55	663
75 – 79	155	41	227	59	382
80 – 84	63	30	145	70	206
85+	58	36	103	64	156



Source: Stats SA 2011

Table 10: Age and Gender Distribution

¹⁶ Stats SA 2011

In terms of spatial location of population, Westonaira, Simunye and Bekkersdal have the highest population concentrations. The main concern in terms of population distribution is that Bekkersdal and especially the informal extension to the area is located on dolomitic land unsuitable for development. The relocation of this community is a critical priority.

The remainder of the population resides mainly in rural areas and an informal settlement to the south of the ridge in the vicinity of the Modderfontein / Elsburg mining areas.

Spatial distribution of population is indicated on the following maps:

Map 9(a): Population per Ward gives an indication of the total population numbers per ward. **Map 9(b): Population Density per Ward** gives a better indication of the spatial distribution of population in terms of population density. **Map 9(c): Households per Ward** gives an indication of the total number of households per ward.

Income levels in the area are fairly low. According to the latest census figures, around 21% of households in the WLM have no income. The chart below indicated that percentage distribution of household income.

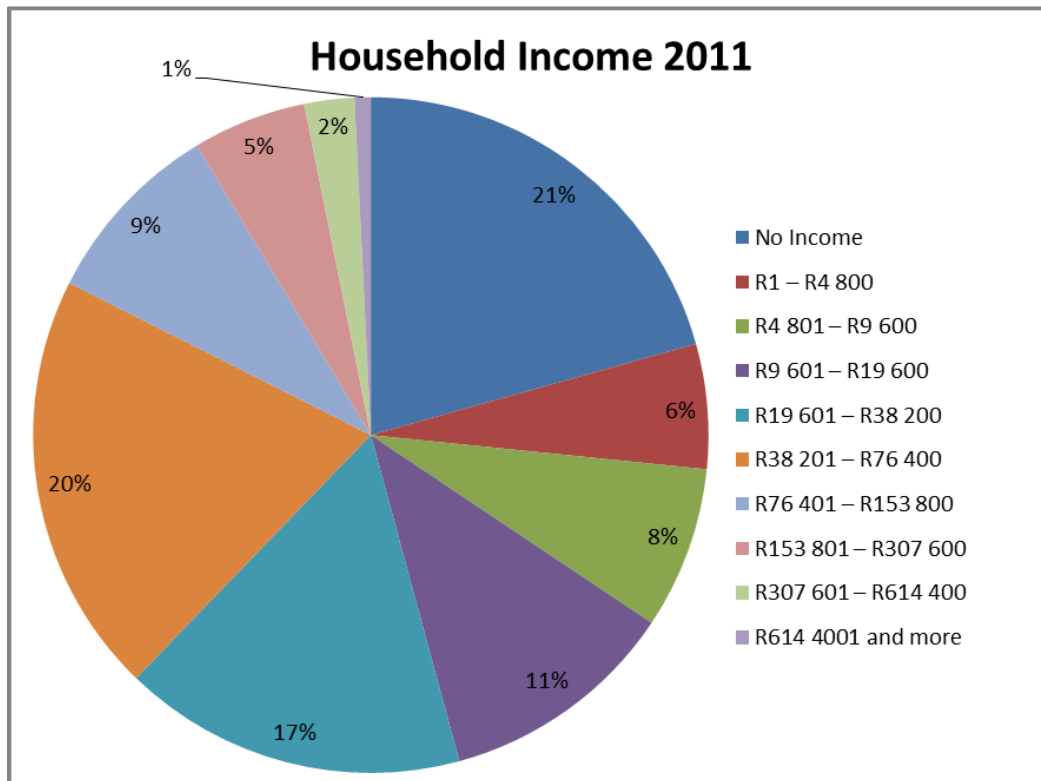
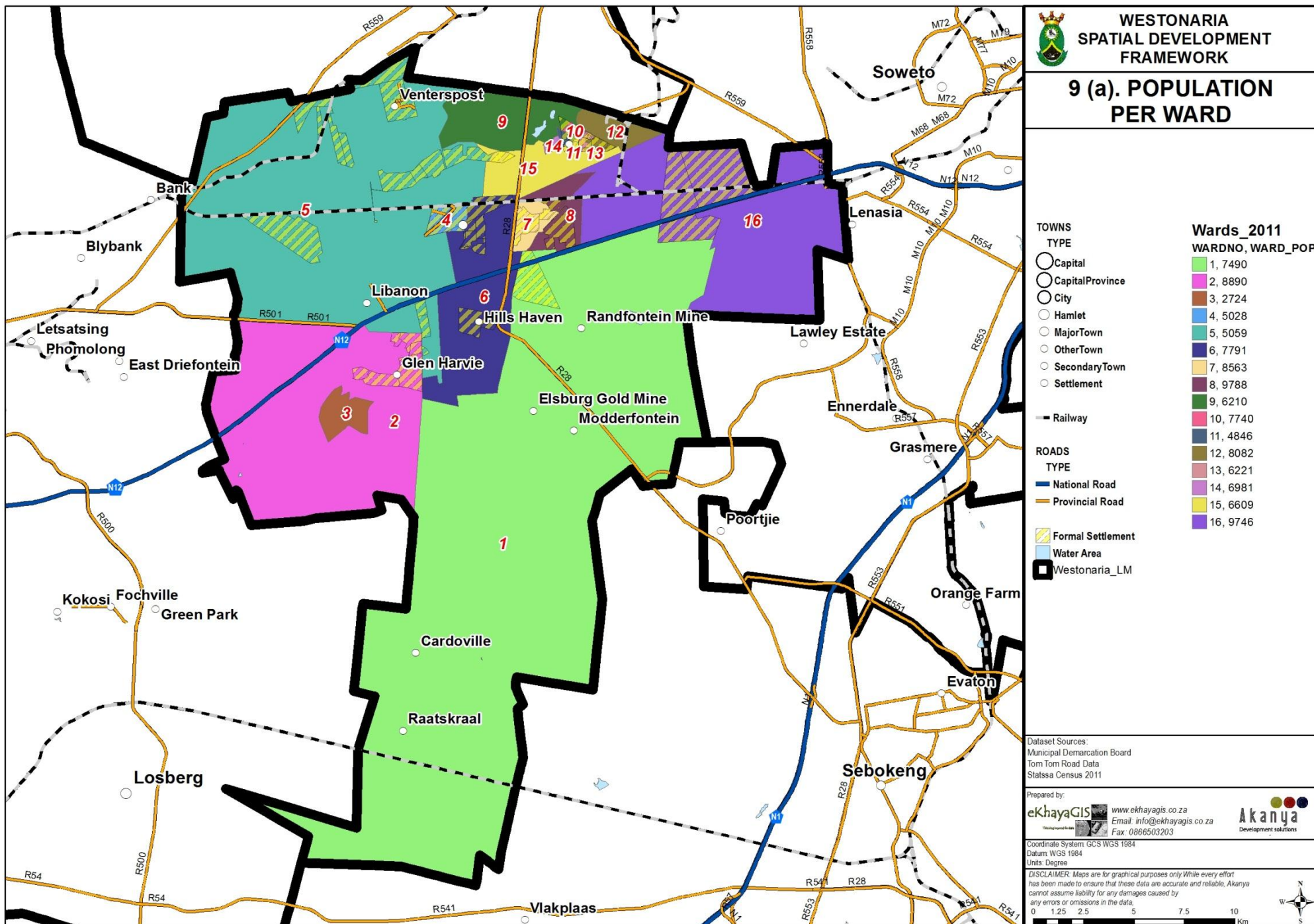
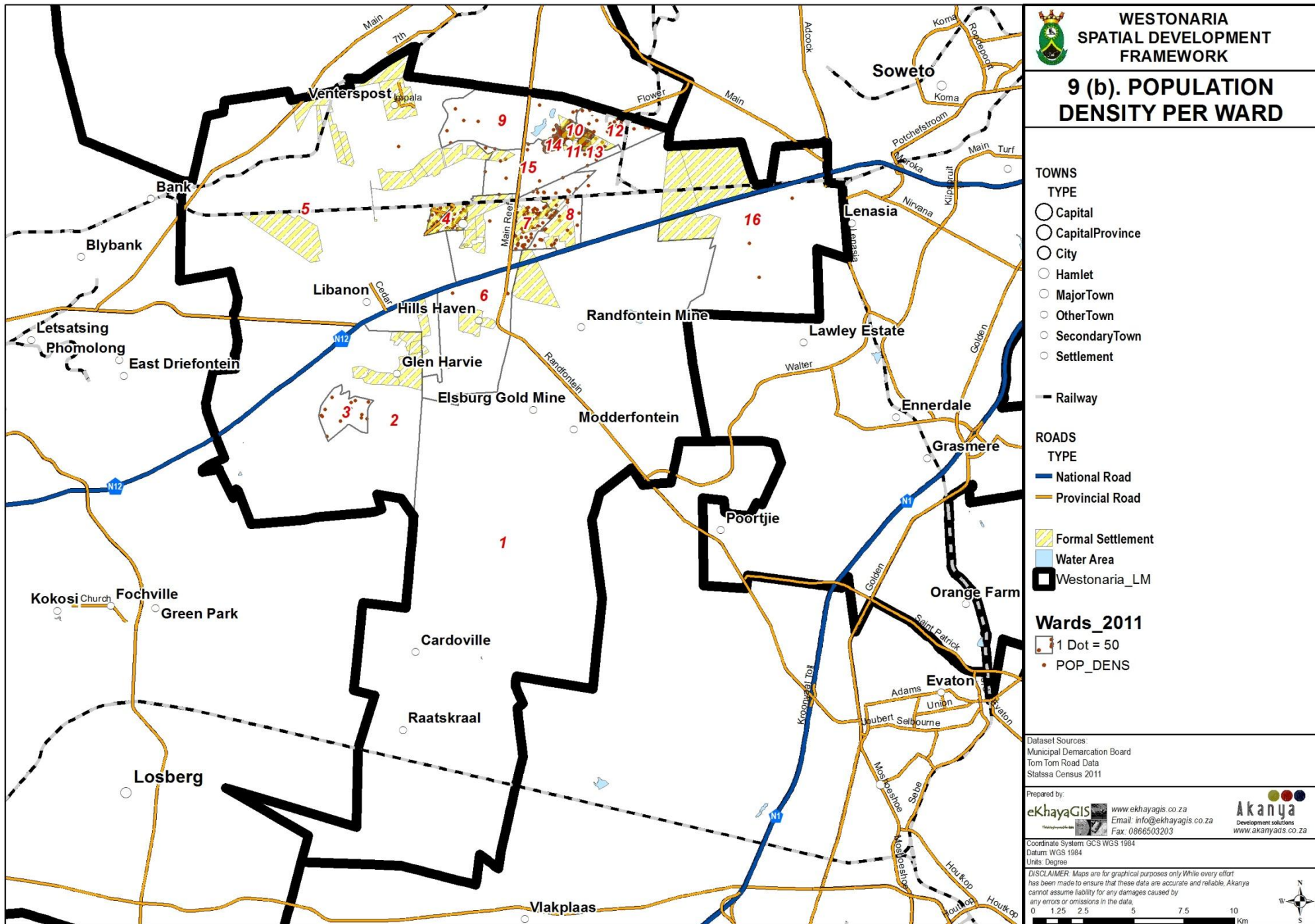
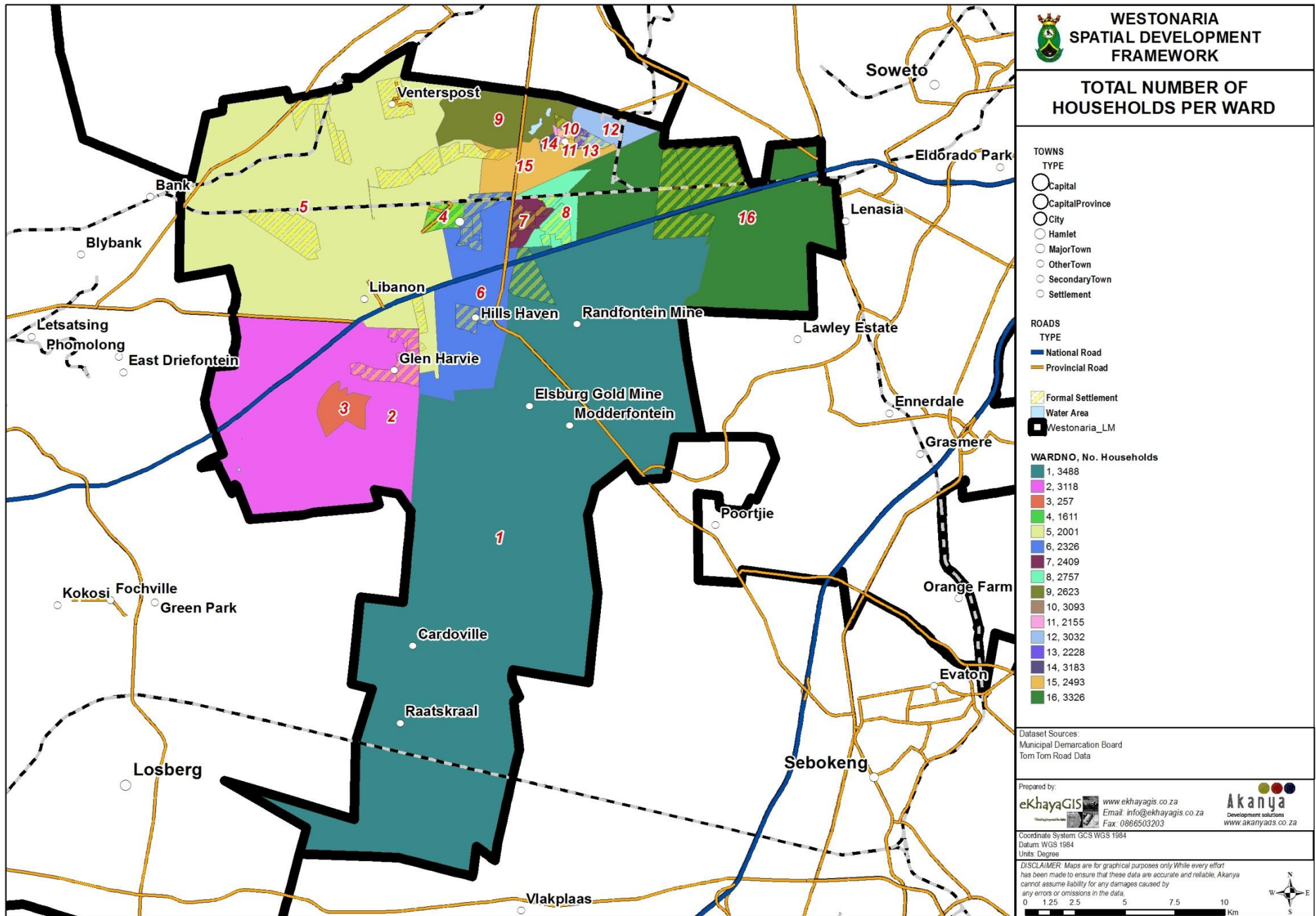


Figure 9: Household Income







Level of education in the WLM is low, with 68% of persons above 16 years of age having not completed secondary school.

Level of Education (persons 16 years and older)					
No schooling	Some Primary	Complete Primary	Some Secondary	Grade 12	Higher
4665	11540	5125	30538	19808	3741
6%	15%	7%	40%	26%	5%

Source: StatsSA 2011

Figure 10: Level of Education

4.2.2 Community Facilities and Amenities

Community facilities are located in the urban settlements, with the majority located in the main node (Westonaria town).

Municipal clinics are located in urban settlements. In an assessment of community needs as part of the Integrated Development Plan, Wards 7 and 8 (Simunye) were the only wards where health services were not raised as an issue.¹⁷ The following municipal (including mobile) clinics are located in the WLM:

Area	Name	Type	Days Open	Hrs@Day	Type Of Service
Westonaria	Westonaria Health Clinic	Municipal Clinic	5	8	Primary Health Care
Bekkersdal	Bekkersdal East Health Clinic	Municipal Clinic	5	8	Primary Health Care
Bekkersdal	Bekkersdal West Clinic	Municipal Clinic	5	8	Primary Health Care
Simunye	Simunye Clinic	Municipal Clinic	5	8	
Zuurbekom	Zuurbekom Health Clinic	Municipal Clinic	5	8	Primary Health Care
Venterspost	Venterspost Health Clinic	Municipal Clinic (satellite)	1	8	Primary Health Care
Hillshaven	Hillshaven Health Clinic	Municipal Clinic (satellite)	1	8	Primary Health Care
Glenharvie	Glenharvie Health Clinic	Municipal (satellite)	2	8	Primary Health Care
	Mobile Clinic	Mobile Clinic	1	8	Mobile

Source: <http://www.westonaria.gov.za> accessed 10 September 2013

Schools are located in settlements throughout the area, with the biggest number in Westonaria town and Bekkersdal. The following schools are in the WLM:

School Name	Type	Location
Ipeleng Primary School	Primary School	Bekkersdal
Isiqalo Primary School	Primary School	Bekkersdal

¹⁷ Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14.

School Name	Type	Location
Maputle Primary School	Primary School	Bekkersdal
Seatile Primary School	Primary School	Bekkersdal
Laërskool Gerrit Maritz	Primary School	Westonaria
Westonaria Primary School	Primary School	Westonaria
Laërskool Kalabasfontein	Primary School	Cardoville
Laërskool Modderfontein	Primary School	Hills Haven
Laërskool Venterspos	Primary School	Venterspos
Hoërskool Westonaria	Secondary School	Westonaria
Kgothlang Secondary School	Secondary School	Bekkersdal
Simunye Secondary School	Secondary School	Bekkersdal
Laërskool Glenharvie	Combined School	Glen Harvie
Western Area Primary Mine School	Combined School	Thabong Village
Zuurbekom Primary School	Combined School	Zuurbekom

Source: Department of Basic Education, 2013

Table 11: Schools

Libraries as located in the following areas in the WLM:

Area	Name	Days Open	Hrs@Day
Bekkersdal	Bekkersdal Library	5	8
Westonaria	Westonaria Library	5	8
Glenharvie	Glenharvie Library	5	8
Hillshaven	Hillshaven Library	2	8
Simunye	Simunye Library	-	-
Venterspos	Library to be constructed	-	-
Thusanang	Mobile Library	-	-

Source: <http://www.westonaria.gov.za> accessed 10 September 2013&WLM Official

Table 12: Libraries

There are five community halls in the WLM:

Area	Name
Westonaria	Banquet Hall
Westonaria	Sports Complex Hall
Simunye	Simunye Multi-Purpose Community Hall
Bekkersdal	Paul Nel Hall

Area	Name
Zuurbekom	Zuurbekom Community Hall
<i>Source: http://www.westonaria.gov.za accessed 10 September 2013</i>	

Table 13: Community Halls

Other community services, e.g. the Magistrate's Court, main municipal offices / government offices, post office, police station, etc. are located in Westonaria town.

Westonaria has two cemeteries, Bekkersdal and Westonaria. A third site has been identified and will be located in Simunye.¹⁸

The main challenge in terms of community services is serving small communities in rural settlements, where population thresholds are too small to make permanent services (e.g. full-scale clinic) viable. Use of mobile services is a response to this challenge. New residential settlements should also be planned to include community services, e.g. planned development on Farm Syferfontein.

The location of community services in the WLM is indicated on **Map 10: Community Facilities**.

4.2.3 Safety and Security

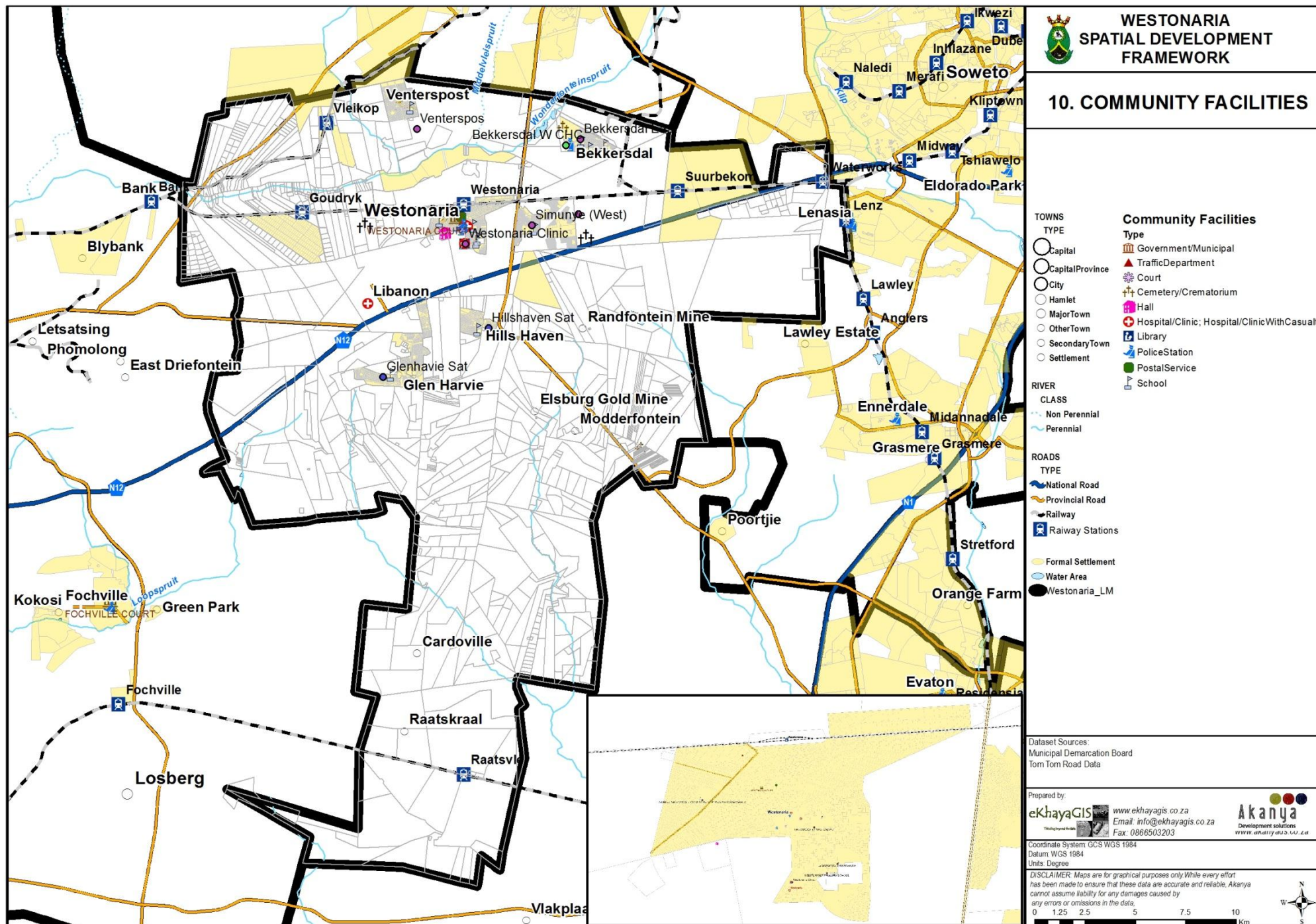
There is one police station in the WLM, located in the Westonaria CBD. Access to police services is a challenge in rural areas and small settlements.

The need for a police station was raised in Wards 1 to 3 (the rural areas south of the ridge) and Ward 16 (the eastern part of the WLM designated for new residential development). As stated under community services, low population numbers and densities in rural areas and small settlements make the provision of full-scale services often not viable. Should Ward 16 be developed with a high number of residential units, the provision of a police station will become more urgent. Another option for the rural wards may be satellite / mobile police stations. The vicinity of police and patrols are also problematic in most of the wards.

A high crime rate has been identified as problematic in all wards except Wards 5 (western rural areas) and Wards 7 and 8 (Simunye).¹⁹

¹⁸ <http://www.westonaria.gov.za> accessed 10 September 2013

¹⁹ Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14.



4.2.4 Economic and Employment: Sector Contributions and Trends

Mining has been the leading sector in the WLM economy in the past and will continue to be in the foreseeable future. In 2010, this sector was responsible for 60% of the local GDP. Government services was the second biggest contributor (10%), followed by manufacturing (7%) and wholesale and trade (6%). Overall, the WLM economic base is not diversified and as such very exposed to risks in the mining sector (e.g. international economic trends over which local roleplayers have no control).

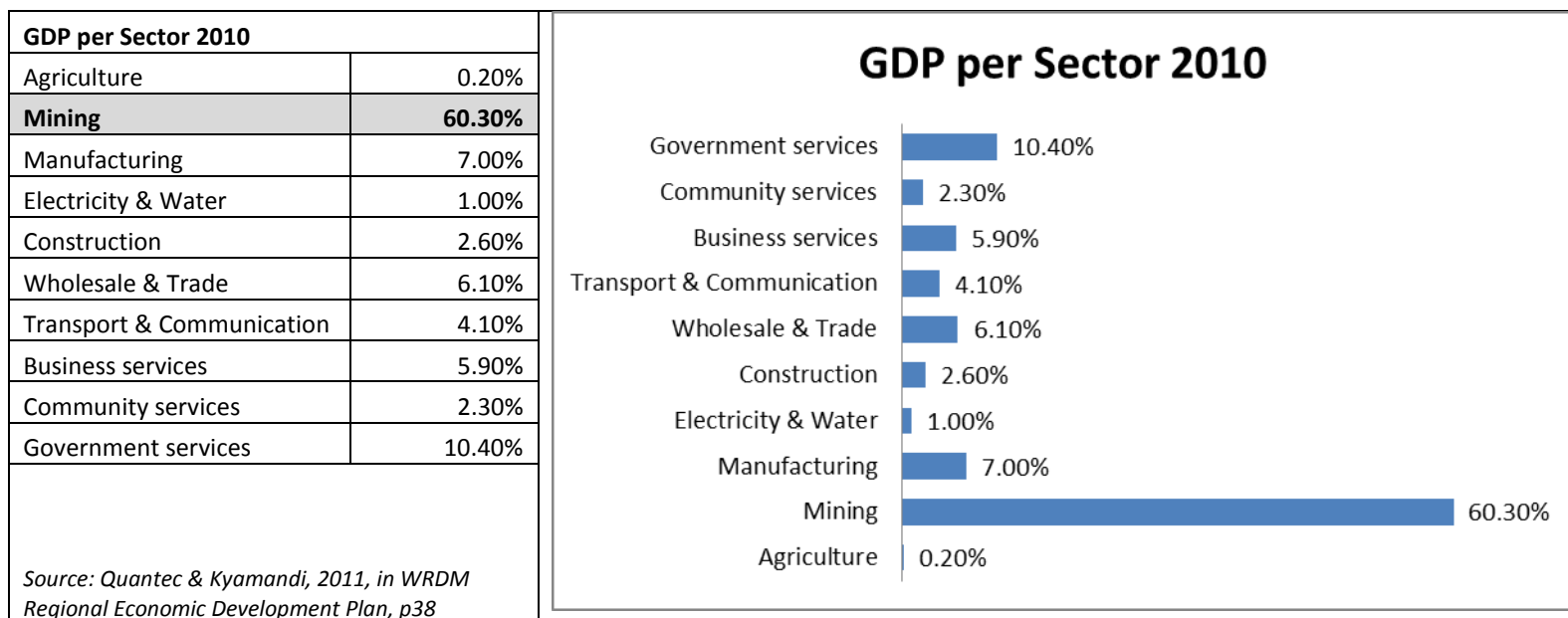


Table 14: GDP per Sector

In addition to concerns regarding lack of economic diversification, the economy of the WLM has shown a decline in most of its key sectors from 2006 to 2010. Its largest sector, mining, has declined by 8%. Other sectors that showed a decline include agriculture (14%), wholesale and trade (3%), as well as manufacturing (1%). The total GDP for Westonaria has declined by 5% in that time period.

GDP Growth and Decline 2006-2010					
	Merafong City	Mogale City	Randfontein	Westonaria	WRDM
Agriculture	7%	-8%	-8%	-14%	-3%
Mining	-1%	-4%	-11%	-8%	-5%
Manufacturing	1%	-1%	-1%	-1%	-1%
Electricity & Water	3%	6%	-4%	-2%	3%

Construction	7%	9%	5%	2%	7%
Wholesale & Trade	2%	2%	0%	-3%	2%
Transport & Communication	2%	4%	4%	1%	4%
Business services	1%	7%	5%	1%	5%
Community services	2%	2%	3%	4%	2%
Government services	3%	4%	4%	6%	4%
Total	1%	3%	1%	-5%	1%
<i>Source: Quantec & Kyamandi, 2011, in WRDM Regional Economic Development Plan, p40</i>					

Table 15: GDP Change

In addition to being the most significant economic sector, mining also employed the highest number of people in Westonaria if compared to other sectors. In 2010, this sector was responsible for half the employment in the WLM. The second highest employment contributor was community services (12%) the third highest was wholesale and trade.

Although an extensive land use in the area, agriculture made a very small contribution to employment (only 0.5%).

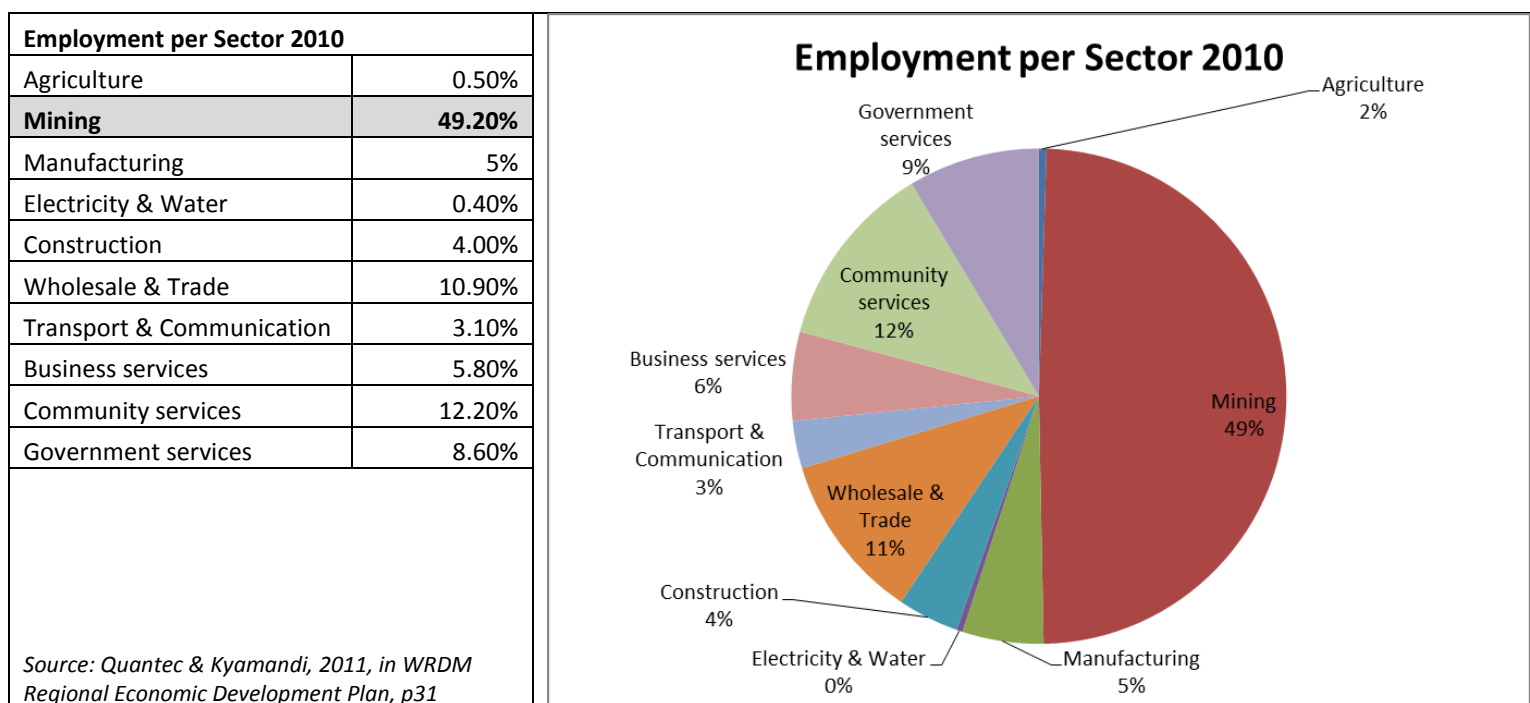


Table 16: Employment per Sector

In terms of employment trends, agriculture and mining showed the biggest decline. Agriculture is a very small sector in Westonaria, but the 17% decline in mining is a big concern and shows the vulnerability of the area in terms of its lack of economic diversification. Sectors with potential to enhance diversification, e.g. manufacturing and business services, also showed a decline.

Employment Growth and Decline 2006-2010							
	Mogale	Randfontein	Westonaria	Merafong	WRDM	Gauteng	RSA
Agriculture	-14%	-13%	-22%	-15%	-14%	-7%	-10%
Mining	-14%	-20%	-17%	13%	0%	-16%	4%
Manufacturing	-2%	-3%	-2%	-5%	-2%	-2%	-3%
Electricity & Water	12%	-3%	2%	10%	9%	6%	3%
Construction	-3%	-10%	-8%	-1%	-4%	-2%	-3%
Wholesale & Trade	2%	0%	-4%	1%	1%	1%	-1%
Transport & Communication	3%	3%	1%	-10%	1%	2%	0%
Business services	3%	0%	-4%	-7%	0%	0%	0%
Community services	-1%	0%	1%	0%	4%	-1%	-1%
Government services	5%	5%	7%	0%	4%	5%	4%

Source: Quantec & Kyamandi, 2011, in WRDM Regional Economic Development Plan, p33-4

Table 17: Employment Change

The type of employment available in the area also points to the dominance of mining, and lack of diversification into the secondary and tertiary sectors. The following were the dominant types of employment in 2010:

Type of work	Percentage of total number of jobs
Craft and related workers	26%
Plant and machine operators	18%
Elementary Occupations	11%
Legislators, senior officials and managers	8%
Professionals	7%

Quantec & Kyamandi, 2011, in WRDM Regional Economic Development Plan, p34-5

Table 18: Types of Employment

In summary, Westonaria is experiencing challenges in terms of a narrow economic base, and a decline in key sectors in terms of both output and employment.

4.2.5 Economic Potential and Development Projects

It is recognised that there is a need to diversify the economic base of the WLM. Its good accessibility to the Gauteng region, in terms of both road and rail infrastructure, is seen as a competitive advantage to expand the secondary and tertiary sectors in the area. It is seen as important to promote the establishment of industries, research centres, tourism, hospitality and accommodation, communication, production of high value goods, a variety of goods, retail and wholesale storage.²⁰ It is also stated: “The development of a secondary economy which in general requires heavy industries (although labour-intensive) might burden the dolomite structure, however a greater focus on warehousing and the strengthening of mineral related crafts and tourism sector should provide important opportunities to stimulate the economy to the benefit of the residents of greater Westonaria.” In the IDP it is also stated that:

- The municipality should strengthen its partnership with the West Rand Development Agency (WRDA) in order to ensure that new economic opportunities in the area are identified and exploited, while also improving on the impact of the existing economic activities.
- Closer cooperation with the mining houses has been established at various levels in order to increase training opportunities, skills development, and even tourism and aligning their Social Labour Plans (SLPs) to the Integrated Development Plan of Council to the benefit the communities of greater Westonaria.

These notions should be viewed in the context of a more detailed analysis of the prospects of the WLM in terms of development of economic sectors that has been completed as part of the WRDM Regional Economic Development Plan in 2011. This does not paint a positive picture for future economic development in the area. Community and government services have been identified as an emerging strength, but all other sectors have been identified as having limited prospects for future development. Agriculture and manufacturing, two focus areas in terms of local planning, received the worst ratings and mining, the current dominant sector, the second worst.

A summary of findings from the study is presented below, for more detail the WRDM Regional Economic Development Plan should be consulted:

Sector	Location Quotient	Industrial Mix	Differential Shift	Carvalho Scale	Prospects
Agriculture	0.29	Lagging	Lagging	Marginal	Prospects limited overall
Mining	3.25	Lagging	Lagging	Challenging	Prospects limited by external trends & declining competitiveness
Manufacturing	0.46	Lagging	Lagging	Marginal	Prospects limited overall
Electricity, water	0.59	Leading	Lagging	Modest	Prospects limited by weak base & declining competitiveness
Construction	0.62	Leading	Lagging	Modest	Prospects limited by weak base & declining competitiveness
Wholesale and trade	0.49	Leading	Lagging	Modest	Prospects limited by weak base & declining competitiveness
Transport	0.51	Leading	Lagging	Modest	Prospects limited by weak base & declining competitiveness
Business services	0.32	Leading	Lagging	Modest	Prospects limited by weak base & declining competitiveness
Community services	0.45	Leading	Leading	Rising	Emerging strength
Government Services	0.67	Leading	Leading	Rising	Emerging strength
Explanation of terms:					
<ul style="list-style-type: none"> • Location Quotient is a means of comparing the performance of regions against a benchmark region, usually the Province of the Nation. It compares how a sector is performing in a region compared to the performance of the same sector in the benchmark region. A Location Quotient of 1 means that the regions are performing equally, where as a Location Quotient 					

²⁰ Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14 (p125).

of less than 1 means that the study region is not performing as well.

- **Industrial Mix** measures the share of regional economic change that could be attributed to the benchmark region's industry mix. It reflects the degree to which the local region specializes in industries that are fast or slow growing in the benchmark economy. A positive industry mix reveals that a region specialises in provincial fast growing industries, whereas a negative mix reveals that the region specialises in provincial declining industries.
- **Differential Share** is reflected in the difference between the industry's local regional growth rate (or rate of decline) and the industry's benchmark region growth rate. Some regions and some industries generally grow faster than others, even during times of overall prosperity.
- **Carvalho Scale** combines the location quotient, industrial mix and differential share to give a sectoral breakdown of a region's potential for growth and its potential strengths and weaknesses.

Quantec & Kyamandi, 2011, in WRDM Regional Economic Development Plan, p56; p18-19

Table 19: Economic Prospects

Overall, the future economic prospects of the WLM are limited because of various factors. This includes the above economic base analysis, and also factors such as low average education levels and physical impediments due to dolomitic conditions.

4.2.6 Land Ownership, Availability and Reform

Most of the land in the WLM is in private ownership, with mining companies being significant private land owners. Municipal-owned land includes the area where Bekkersdal is located. The Farm Syferfontein in the east of the WLM, which has been designated for residential development to accommodate households that have to be relocated from dolomitic land in Bekkersdal, is owned by the City of Joburg as this land was previously part of the Joburg municipal area.

There are a number of properties that form part of the Proactive Land Acquisition Programme (PLAS) of the Department of Rural Development and Land Reform. These are located in the southern parts of the WLM on the Farm Kalbasfontein 365 IQ (portions 22, 8, 18, 23, 1, 10, 66, 67, 64, 63, 3, 15, 16.)²¹

The Bekkersdal township and informal settlement has been identified as a Consolidated Rural Development Programme (CRDP) Intervention site by the Minister of Rural Development and Land Reform, the Provincial Department of Agriculture and the Office of the Premier in Gauteng.²² The CRDP site comprises Wards 9, 11, 14 and 15. This initiative is known as the Bekkersdal Renewal Project (BRP).

The following recommendations were made for the area:²³

- The CRDP sites and areas surrounding these sites in Westonaria local municipality must be developed i.t.o. agriculture because of the high agricultural potential in the area. This must be done with the WLM and Provincial Department of Agriculture and Rural Development.
- Service provision in the area must be a priority.
- Facilities at the Donaldson Dam must be developed (e.g. camping, fishing, ablutions, etc.) and security improved to generate additional income from tourism in the area and also additional job opportunities.

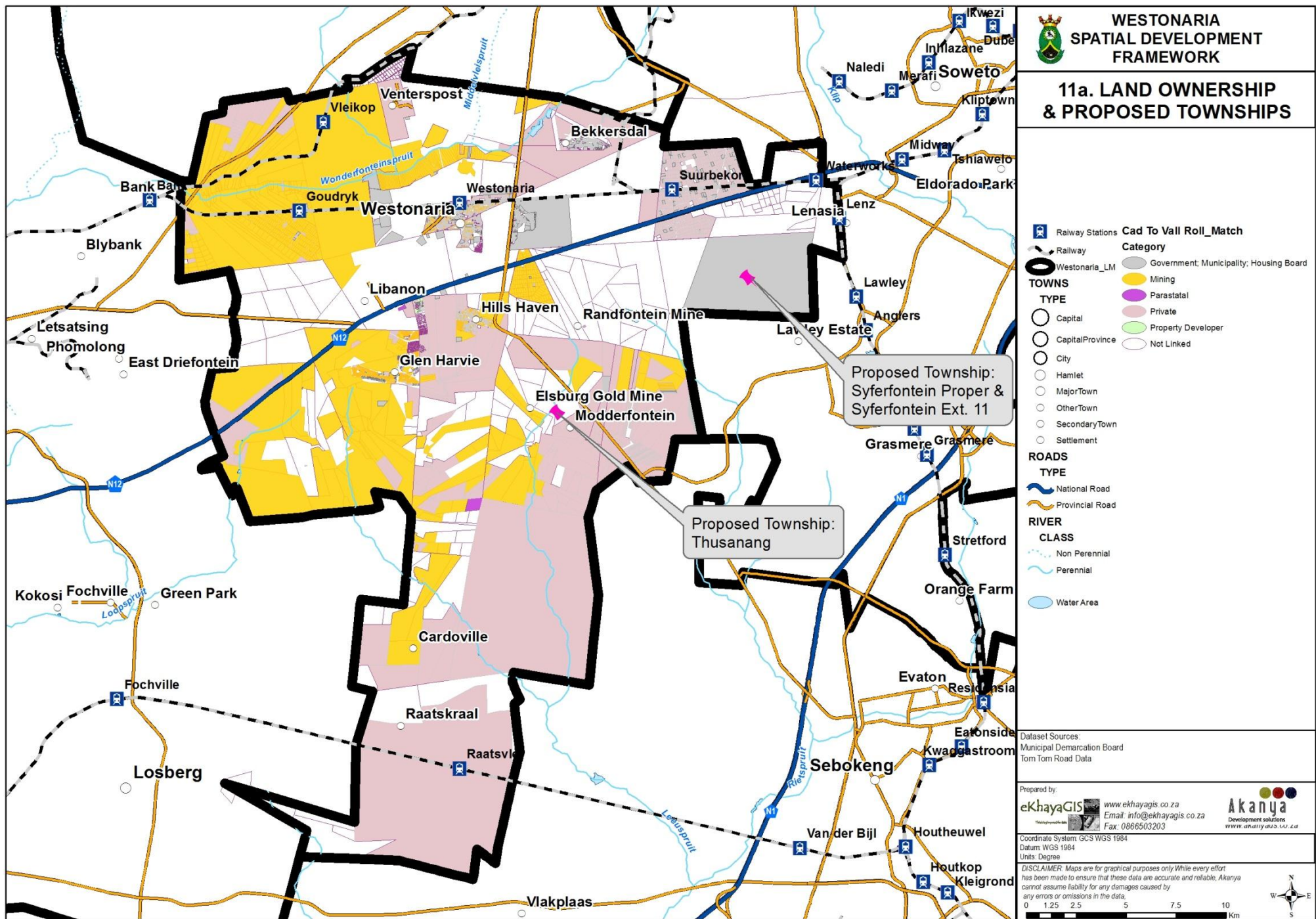
²¹ Department of Rural Development and Land Reform. 2013. Consolidated Rural Development Programme. Westonaria Local Municipality- Wards 9, 11, 14 And 15 Status Quo Report

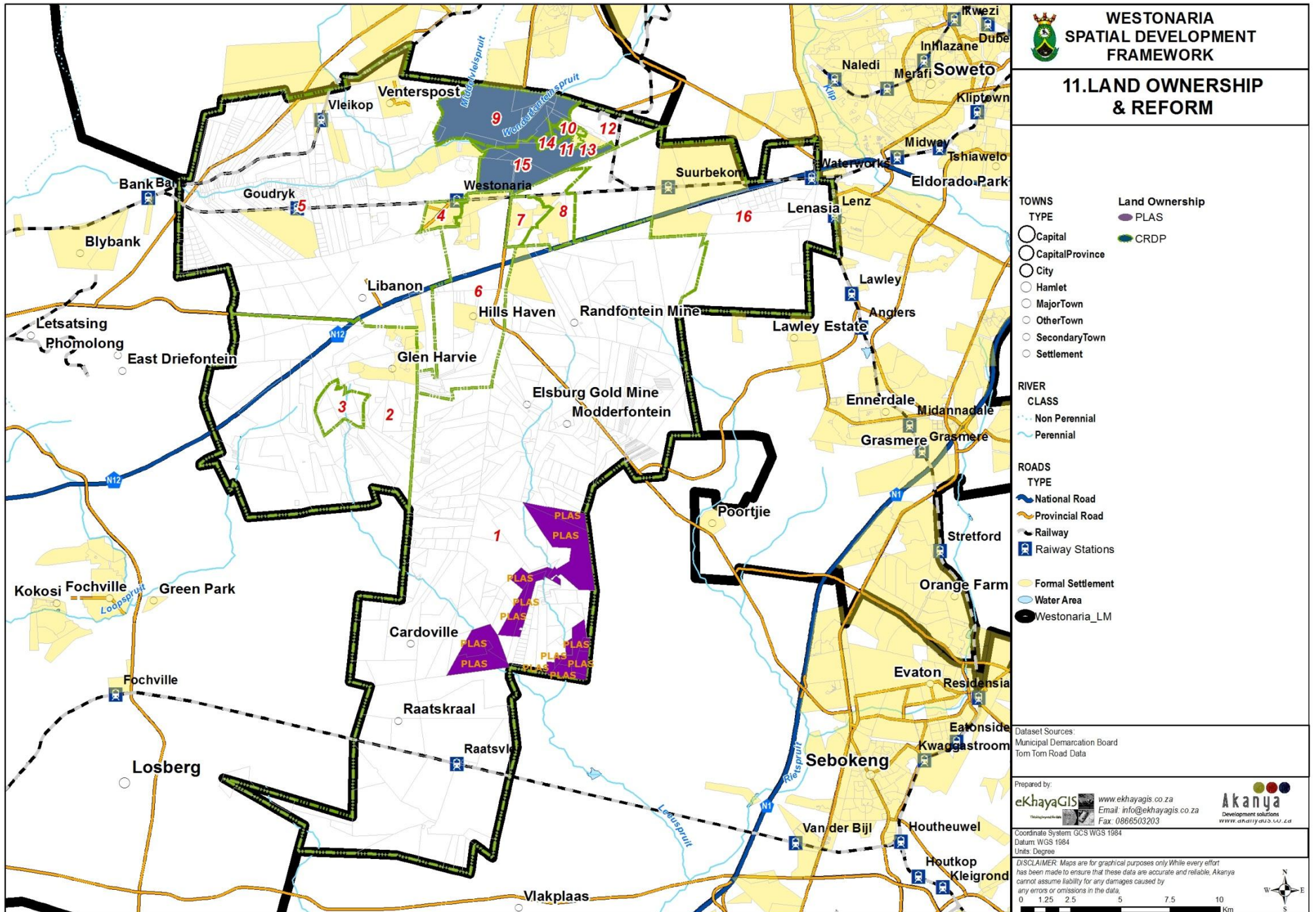
²² Ibid.

²³ Ibid.

- Successful rural development must be implemented in a participatory and decentralized fashion in order to respond to articulated priorities and observed opportunities at the local level.
- Inadequacies in funding and capacity must be addressed in order to implement recommendations made.

The PLAS properties and CRDP wards are indicated on **Map 11**. Broad land ownership categories for properties which could be linked to the WLM valuation roll are shown on **Map 11(a)**.





4.2.7 Socio-Economic Considerations for Spatial Planning

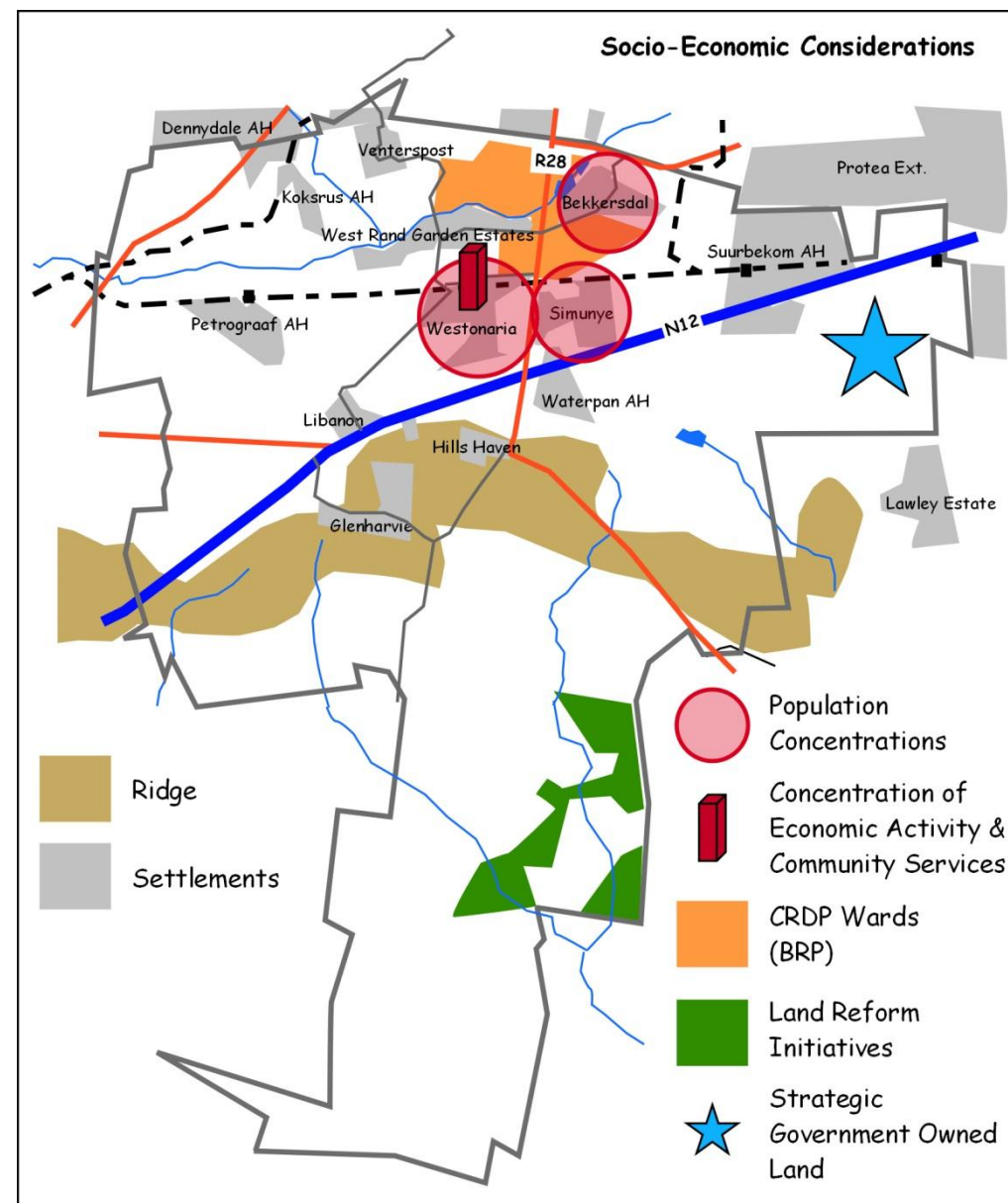
The majority of the WLM population resides in Westonaria town, Simunye and Bekkersdal.

The most intensive and mixed economic activities, as well as the highest order and biggest range of community services, occur in the Westonaria CBD. The remainder of the WLM has relatively low levels of access to diverse economic opportunity or employment outside the mining and agricultural sectors.

In terms of land reform and development initiatives, the Bekkersdal Renewal Project and land reform initiatives in the south of the WLM are the most significant.

The Farm Syferfontein located in the east of the WLM is the most strategic portion of government-owned land, designated for housing development.

Figure 11: Socio-Economic Considerations



4.3 Built Environment Status-Quo

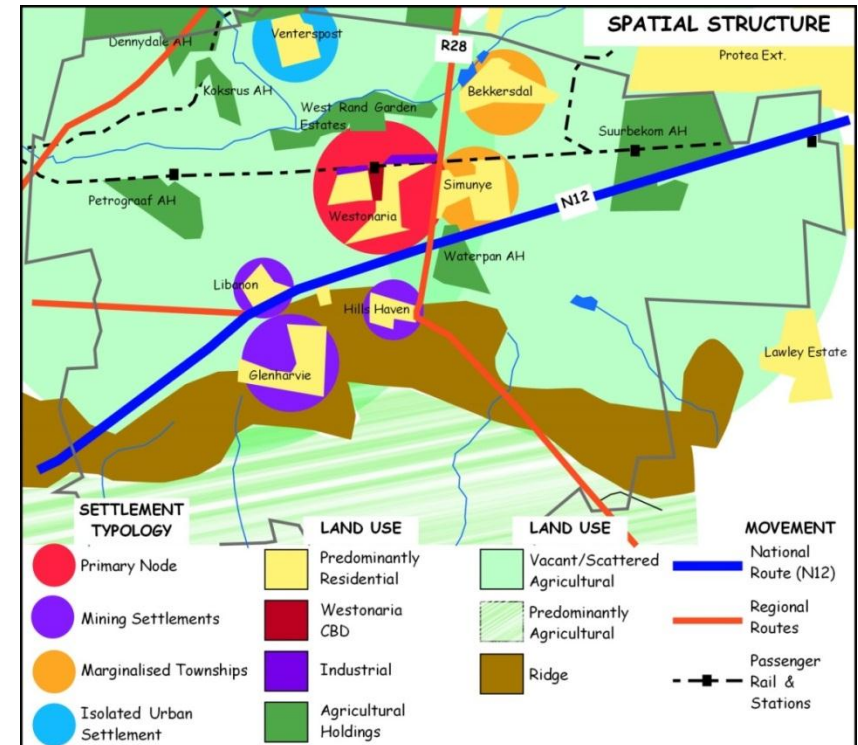
4.3.1 Spatial Structure and Trends

Westonaria is the main node and service centre in the WLM. The majority of retail and office uses in the WLM are located in the Westonaria CBD. The majority of higher order community services and facilities are also located in Westonaria town. In addition to Westonaria, Simunye (directly to the east of Westonaria) and Bekkersdal (to the north of Simunye) are the main urban residential areas. The majority of the WLM population reside in these areas. Other urban areas include:

- Venterspost – partially developed residential area on northern boundary of WLM (dolomite conditions prohibiting significant infill and extension)
- Glenharvie – mining village located south of Westonaria on ridge
- Hillshaven – mining village located south of Westonaria on ridge
- Libanon - mining village located south of Westonaria
- Wagterskop Extension 2
- Nufcor - private township

There are also a number of rural settlement and smallholding areas, e.g. Dennydale, Petrograaf, Ten Acres, Wagterskop, Waterpan, West Rand Agricultural Holdings and West Rand Gardens Estates. Waterpan and West Rand A.H. are significant agricultural holding areas, have a certain level of services and offer limited opportunity for development.²⁴ The overall spatial structure of the WLM is indicated on **Figure 11**.

Figure 12: Spatial Structure

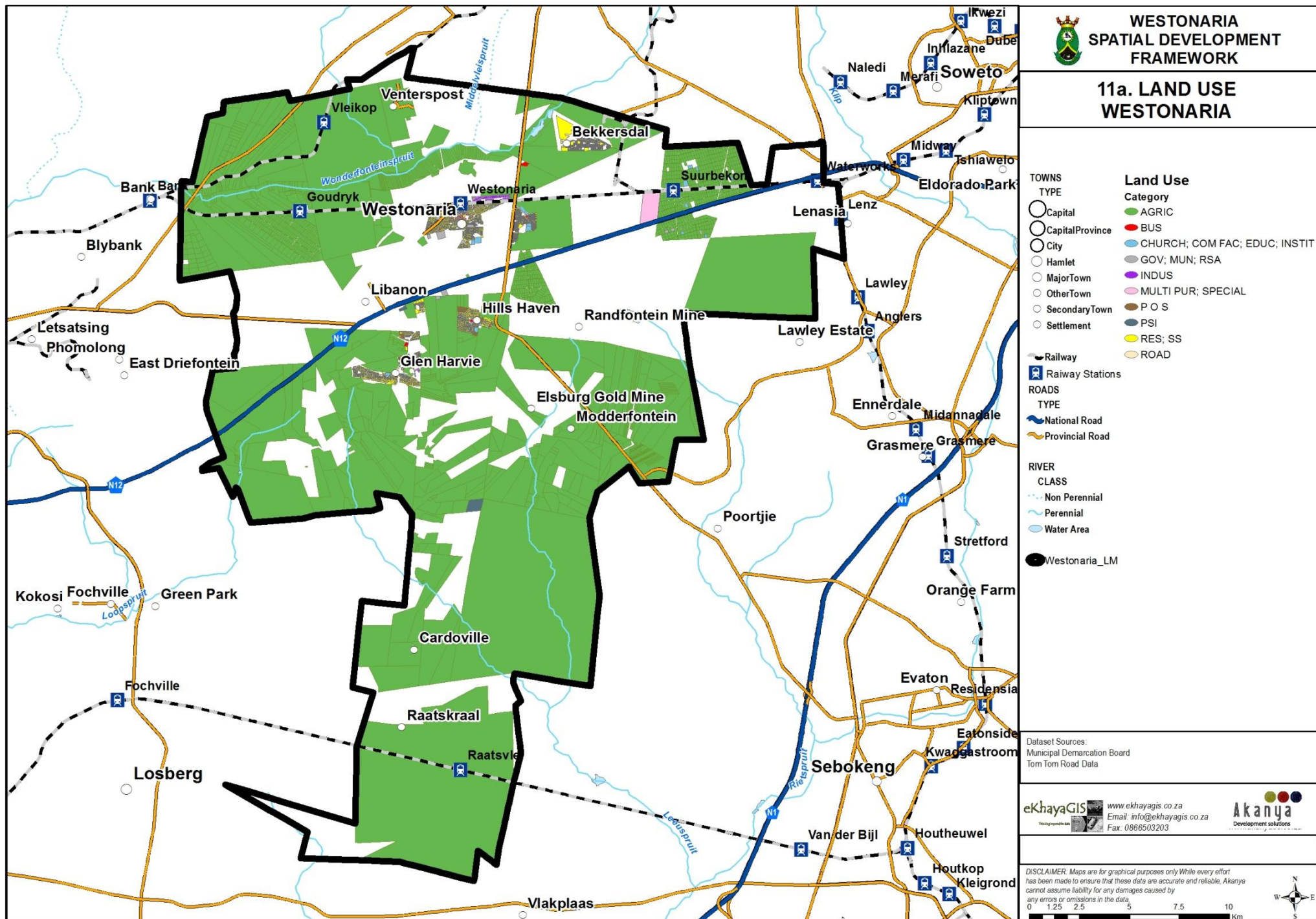


Dolomite poses a significant limitation to development in the WLM. It is noted in the latest IDP that “as result thereof the density of existing and proposed densifications are lower than what the market demands. The permissible density for developments in Westonaria is 25 dwelling units per hectare, except in areas where a geotechnical investigation was carried out and in terms of the geotechnical report the Council for Geo-science approved a density higher than 25 dwelling units per hectare. Significant components of medium to high residential developments occur within the mining residential areas.”

Overall land use in the WLM is shown on **Map 11**. In terms of detailed land use, the figures following the map depict the formal land uses in the different settlements WLM (see overleaf).²⁵

²⁴ Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14 (p113-118).

²⁵ Source: WLM Valuation Roll



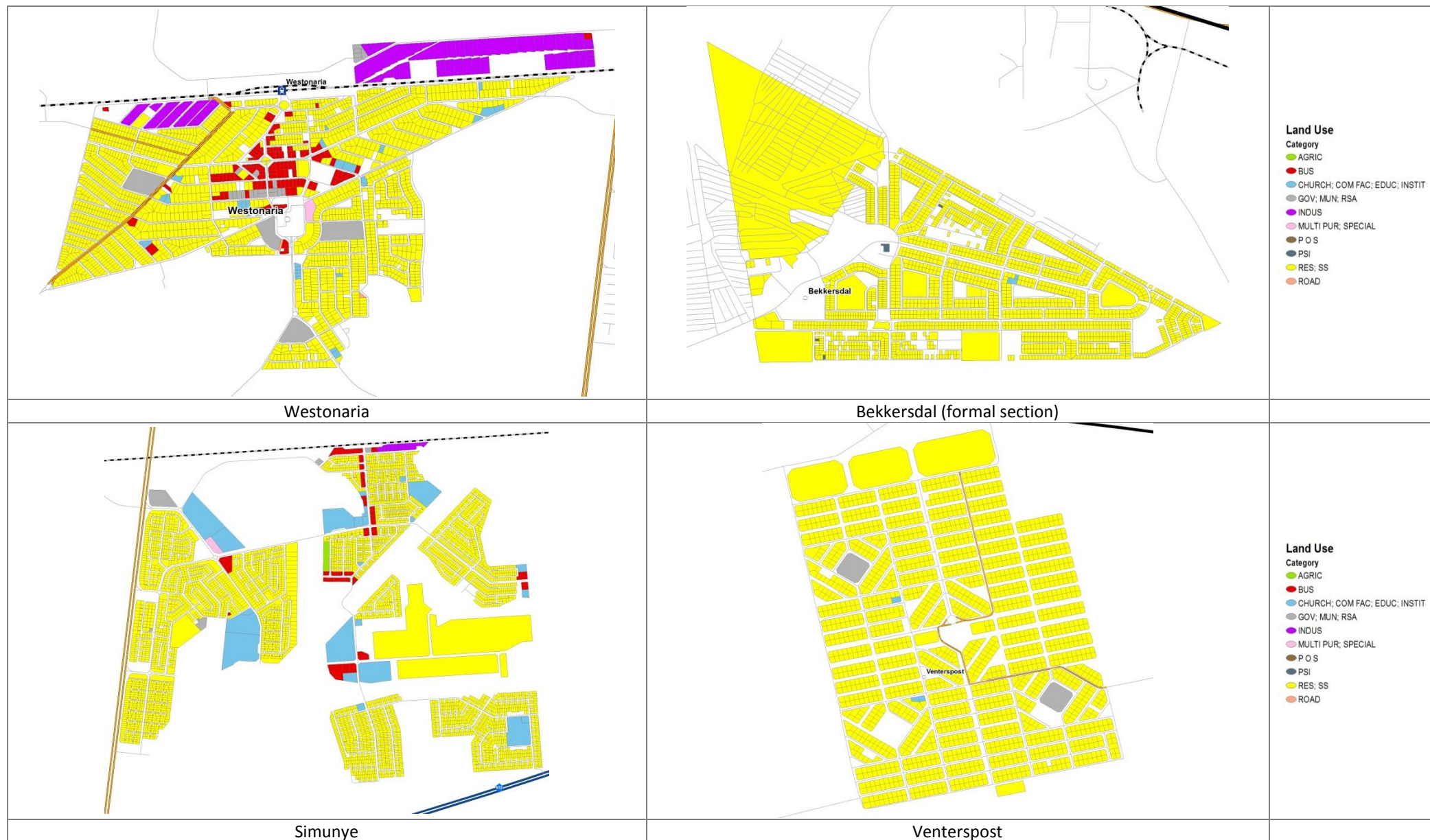


Figure 13: Land Use: Urban Areas

Westonaria is the major node, featuring a fully-fledged CBD and industrial area. The other urban areas are smaller and follow a similar pattern, i.e. predominantly residential uses surrounding a business centre. The non-integrated layout of Simunye is a result of dolomitic conditions, rendering some areas unsafe for development and habitation. Venterspost is not fully developed, largely also due to dolomitic conditions (not all erven are suitable for development).

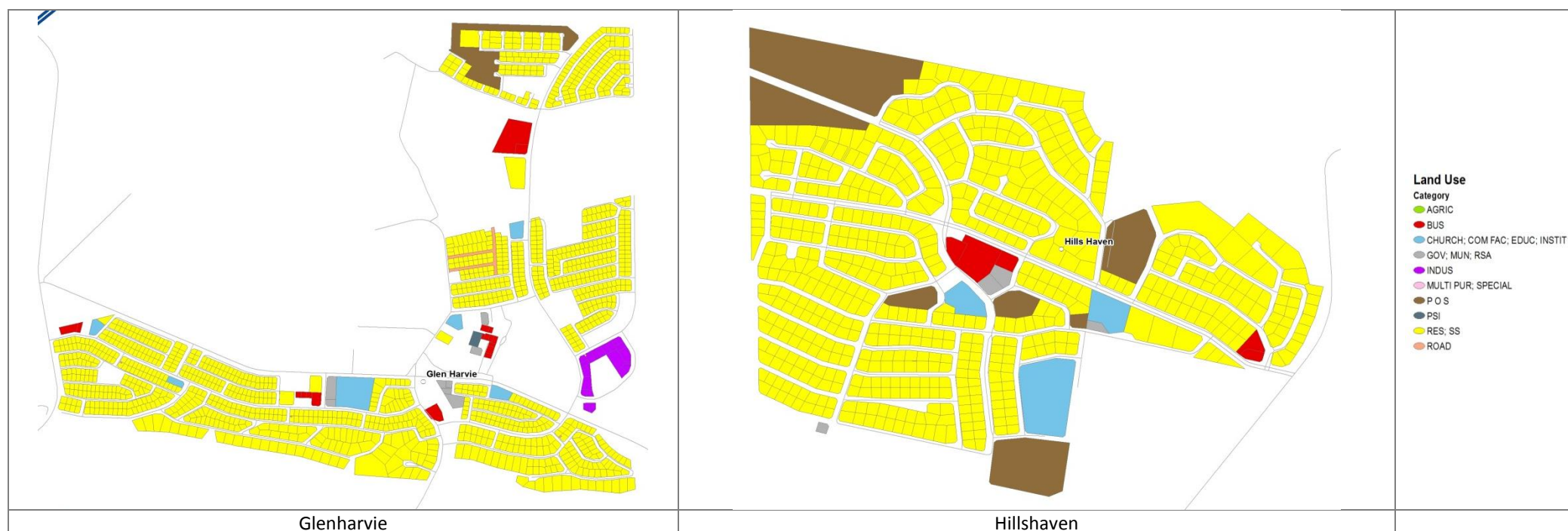


Figure 14: Land Use: Other Settlements

Glenharvie and Hillshaven are mining settlements and function as separate small villages, each with their own small business centre, schools, parks, etc.

4.3.2 Settlements and Housing

Around half the dwellings in the WLM is formal, and close to 40% are still informal. The largest concentration of informal dwellings is in and around Bekkersdal.

Type of Dwelling			
Formal	Informal	Traditional	Other
20071	15549	115	4357
50.1%	38.8%	0.3%	10.9%
Source: StatsSA 2011			

There are three informal settlements in the WLM, located at:

- Bekkersdal
- Waterworks
- Thusanang

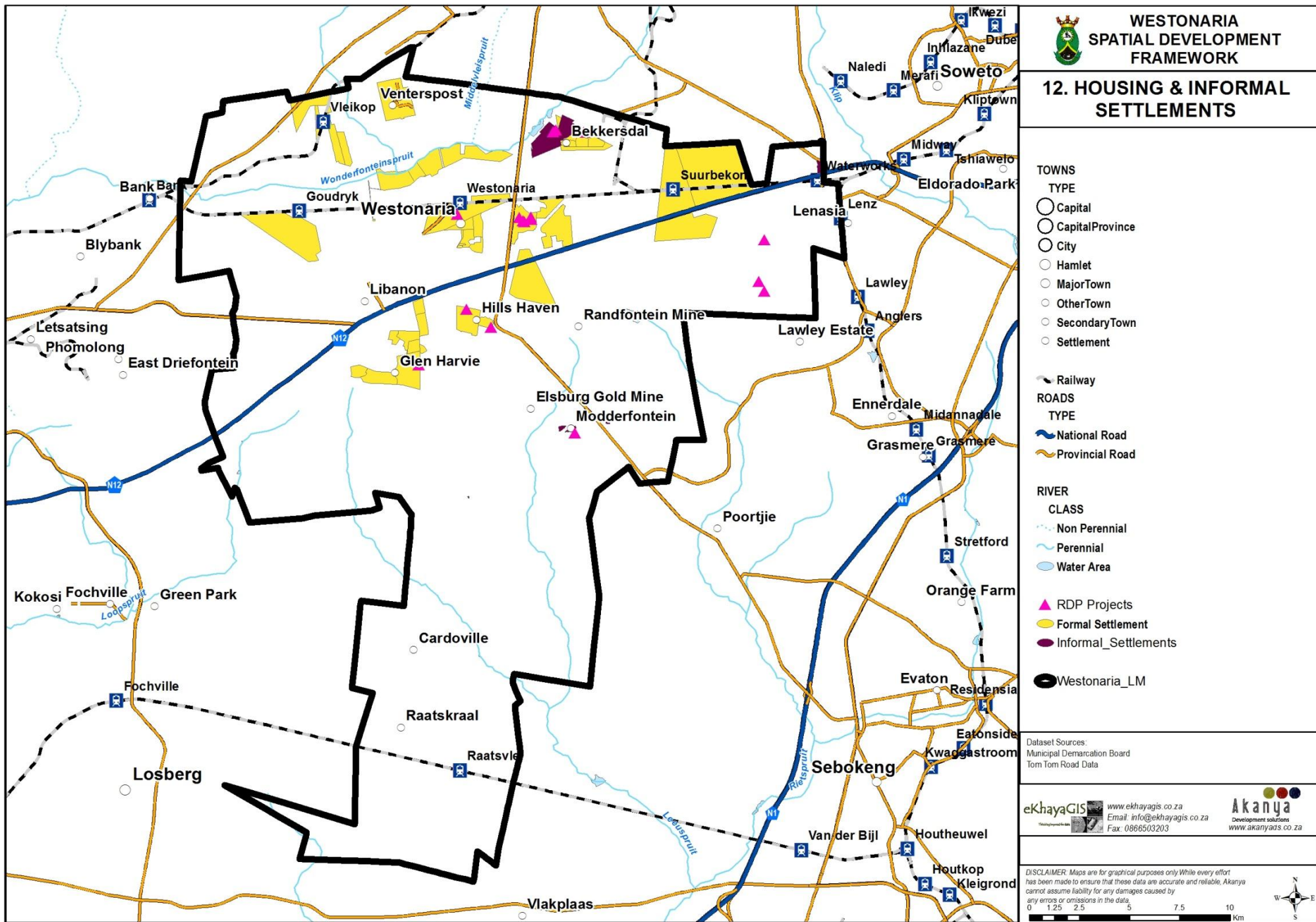
Planned housing developments in the WLM are the following:²⁶

Project	Number of Units	Description / Comments
Westonaria Borwa	2300 units being implemented	Located directly to the south of Westonaria town between Jan Blignaut and End Streets, Designated area for relocation of households from the Bekkersdal informal settlement, as well as beneficiaries from the Housing Waiting List. Beneficiary Wards: 1; 11; 12; 13; 14; 15 and 16
Mohlakeng Ext 11	319 housing units	Beneficiary Wards: 9 and 10 (Development located in Randfontein LM)
Thusanang Housing Development	6 300 units planned.	Beneficiaries: current informal settlement
Syferfontein	Potential for approximately 48 000 units	Still under investigation
Simunye Extension 2	164 units as part of a high density residential complex	Part of the Bekkersdal Renewal Project, but Goldfields, SA has since entered into negotiations with Council to develop the units at the cost of Goldfields, SA. The engineering services have been installed as part of the Bekkersdal Renewal Project.
Glenharvie & Extension 8	Approximately 450 units	Goldfields South Africa development for rental accommodation for employees of Goldfields

Table 20: Housing Projects

Planned housing developments and informal settlements are indicated on **Map 12: Housing and Informal Settlements**.

²⁶ Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14 (p17) and Department of Rural Development and Land Reform. 2013. Consolidated Rural Development Programme. Westonaria Local Municipality- Wards 9, 11, 14 And 15 Status Quo Report.



4.3.3 Movement and Transport

The N12 and R28 are the main regional mobility routes in the WLM, connecting the WLM to the surrounding region and moving traffic through the WLM to the different settlements and the mining areas. Other roads perform a predominantly access function, giving direct access to adjoining land uses.

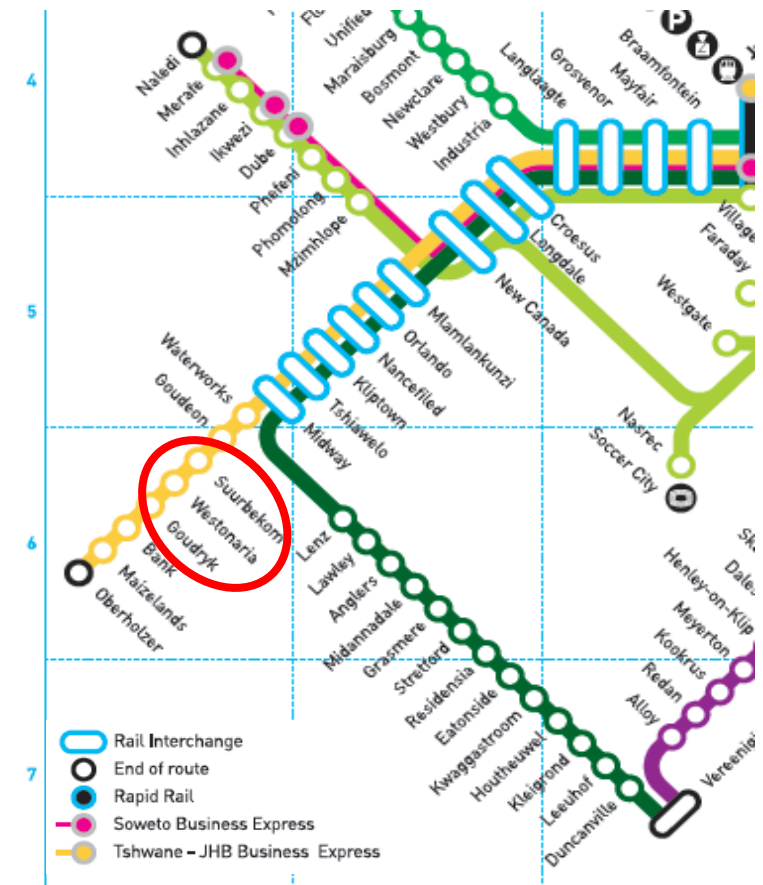
Most settlements gain access off these routes. The exception is Venterspos and agricultural holdings in the north west of the WLM (e.g. West Rand Garden Estates, Dennydale AH and Petrograaf AH). Routes from these areas towards the R28 or N12 are not direct and not clearly marked. Venterspos has better access to the R559 in Randfontein and seems to functionally relate more to the smallholding areas in Randfontein than to Westonaria.

It is estimated that there are around 40km of roads in the WLM that need to be tarred (currently gravel roads).²⁷

In terms of public transport, Westonaria does not have its own bus service. The bus services available are used by mining companies to transport mine workers to and from the various mining residential complexes. The public transport routes, used by minibus taxis, are mainly concentrated along the N12 and the R28.²⁸

Metro Passenger Rail traverses the area, with three passenger stations in the WLM – i.e. Waterworks, Suurbekom, Westonaria and Goudryk. The figure shows the link between the line going through Westonaria and the remainder of the region. Direct access is provided into Soweto, and further on to the Joburg CBD. The south and west Gauteng areas can be accessed via interchanges.²⁹

Figure 15: Passenger Rail Network

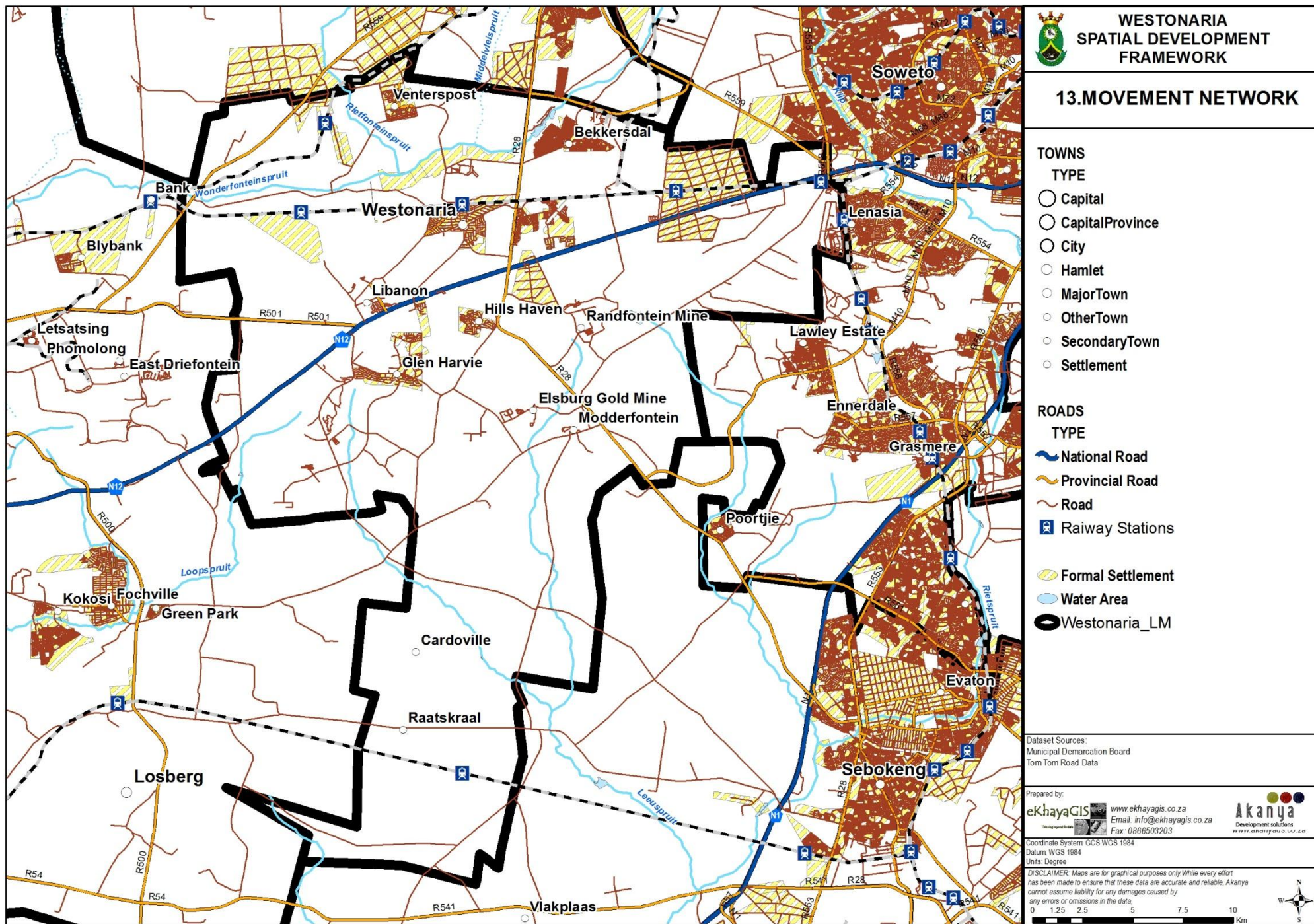


The main movement lines are shown on **Map 13: Movement**.

²⁷ Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14 (p43)

²⁸ Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14 (p43, 113-118)

²⁹ http://www.metrarail.co.za/maps/GAU_RailMap.pdf



4.3.4 Water

The majority of households have access to water inside a dwelling or yard. A total of 65% of households have access to piped water inside a dwelling or yard.

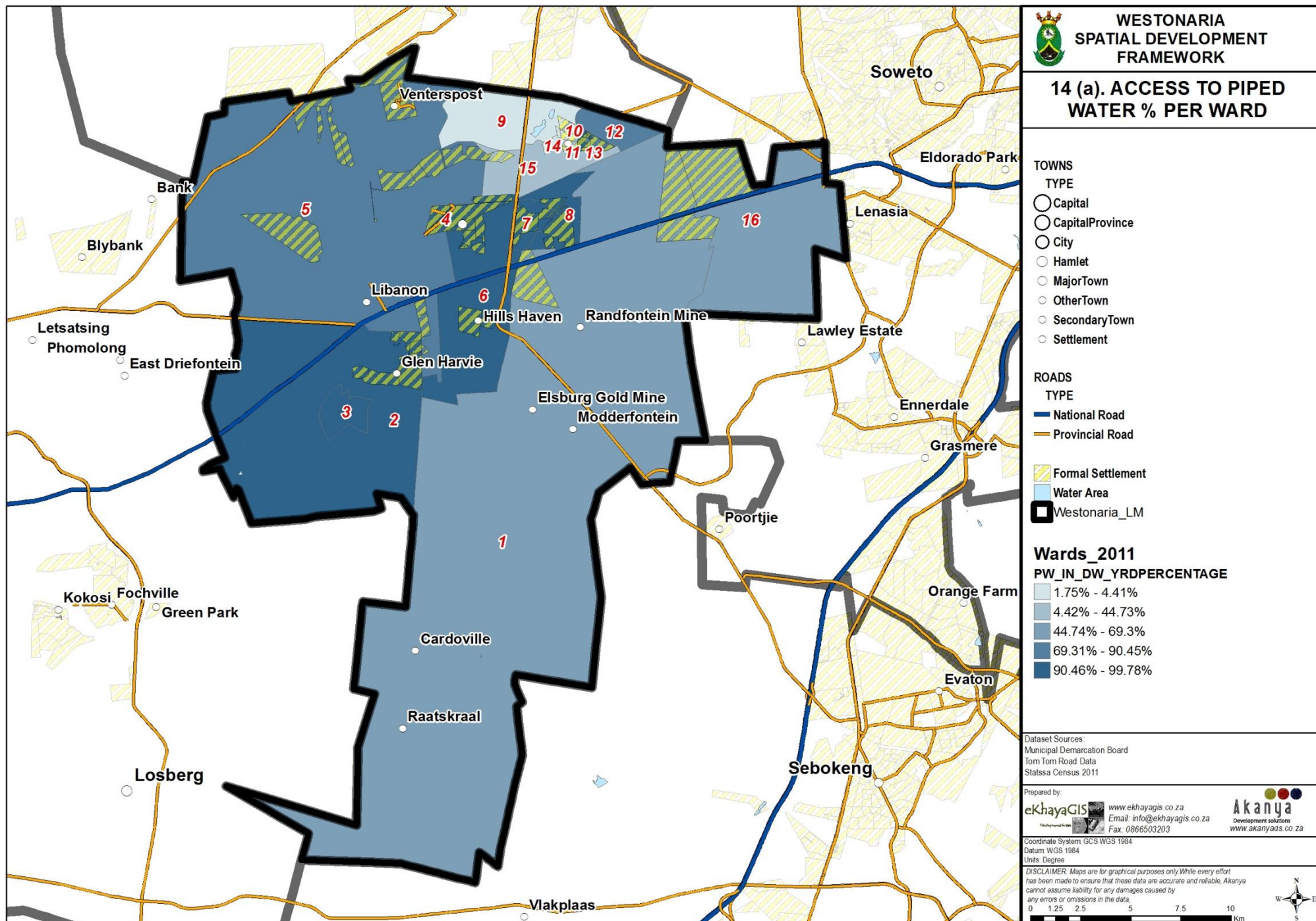
Water Supply Standard	% of Households	Number of Households
Piped (tap) water inside dwelling/institution	42.2%	16909
Piped (tap) water inside yard	22.8%	9127
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	21.9%	8783
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	10.0%	4026
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	2.1%	844
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	0.2%	97
Total Households with access to piped water	99.2%	39786
Total Households WLM		40102
Households without access to piped water	0.8%	316
<i>Source: StatsSA 2011</i>		

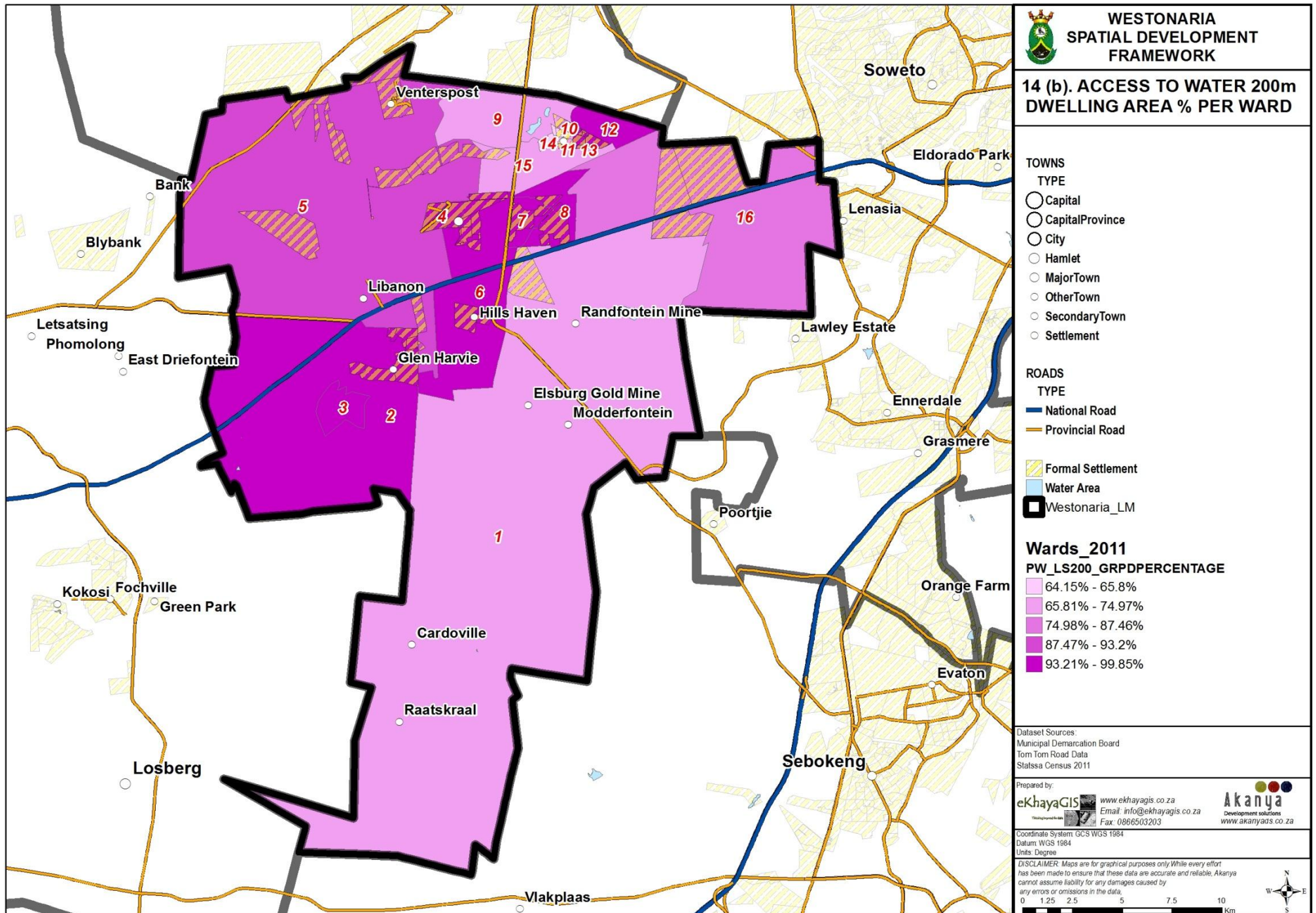
Table 21: Access to Water

According to the latest backlog figures in the IDP, two communities reside on private land where the access to piped (tap) water is greater than 1000m. Municipal tankers deliver a minimum of 6 Kl/month/household of potable water to these communities. Water is delivered on a weekly basis. A further 90 households do not have access to potable water from a piped water system as they are located on private land. Free basic water is being provided via municipal water tankers.³⁰

The level of access to water per ward is indicated on **Map 14(a): Access to Piped Water** and **Map 14 (b): Access to Water Within 200m of Dwelling**. Wards 1, 9, 15 and 16 have the lowest percentage of households with access to water (i.e. the rural wards and parts of Bekkersdal).

³⁰ Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14 (p18; 43)





4.3.5 Sanitation

The vast majority of households in the WLM (close to 64%) have access to flush toilets.

Sanitation Supply Standard	% of Households	Number of Households
Flush toilet (connected to sewerage system)	58.6%	23517
Flush toilet (with septic tank)	4.0%	1616
Chemical toilet	0.7%	298
Pit toilet with ventilation (VIP)	21.9%	8779
Pit toilet without ventilation	9.4%	3769
Bucket toilet	1.4%	556
Total Households with access to sanitation	96.1%	38535
Total Households WLM		40102
Other (without or not captured)	3.9%	1567
<i>Source: StatsSA 2011</i>		

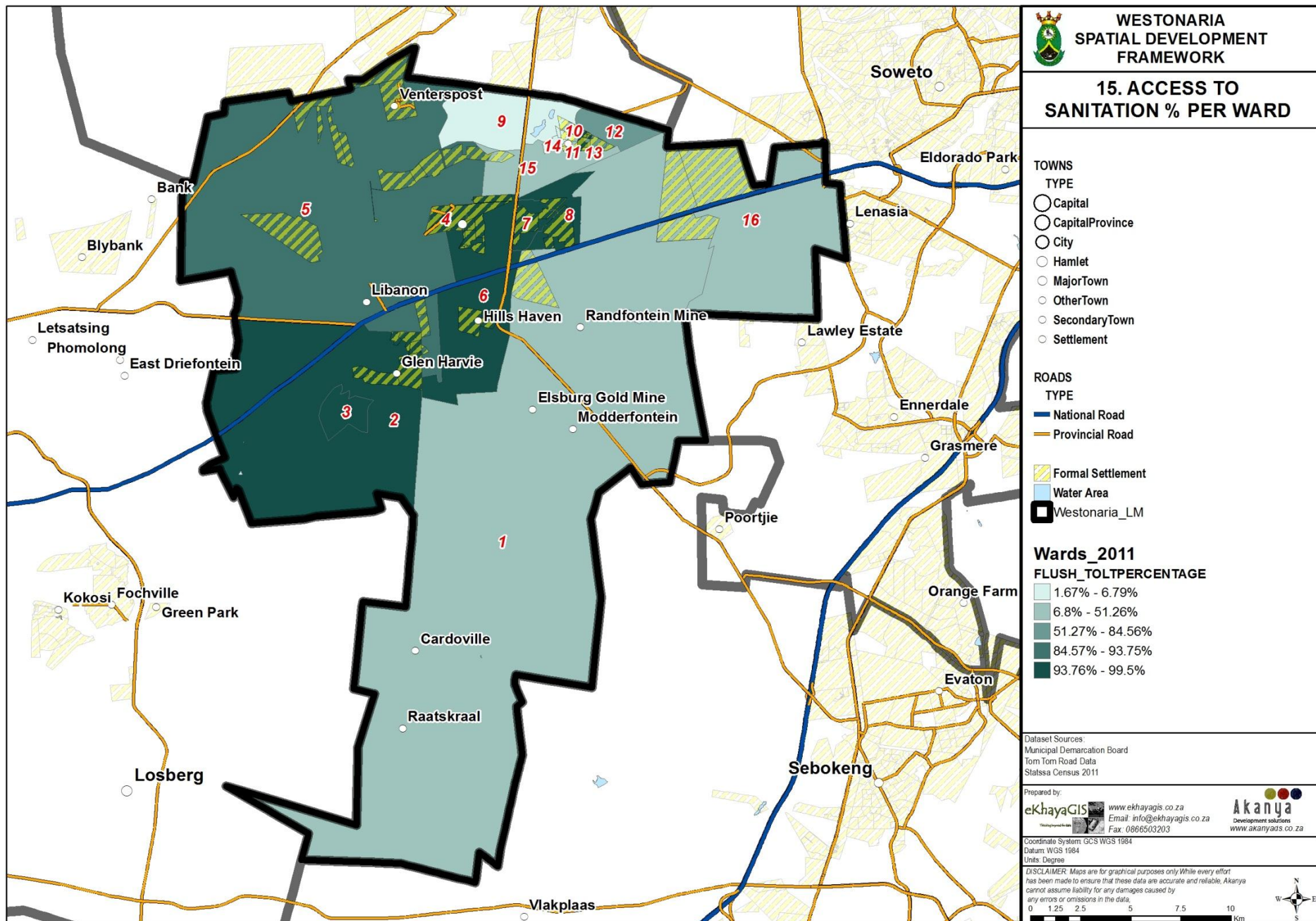
Table 22: Access to Sanitation

It is however stated in the IDP: “The municipality does not agree with the statistical data for Bucket Toilets because there are no households in the municipality with bucket toilets. Clarity was sought from StatsSA regarding this matter and they indicated that the information included on their database is based on what people in those particular areas provided, i.e. the portable toilets within the area are being referred to as bucket toilets, therefore they were recorded as bucket toilets.”

It is also stated in the IDP that 90 households, located on private land, do not have access to a municipal service and make use of “long drop” toilets.³¹

Access to sanitation per ward is indicated on **Map 15: Access to Sanitation**.

³¹ Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14 (p21; 43)



4.3.6 Waste Management

Close to 70% of households in the WLM receives weekly refuse removal from the local authority.

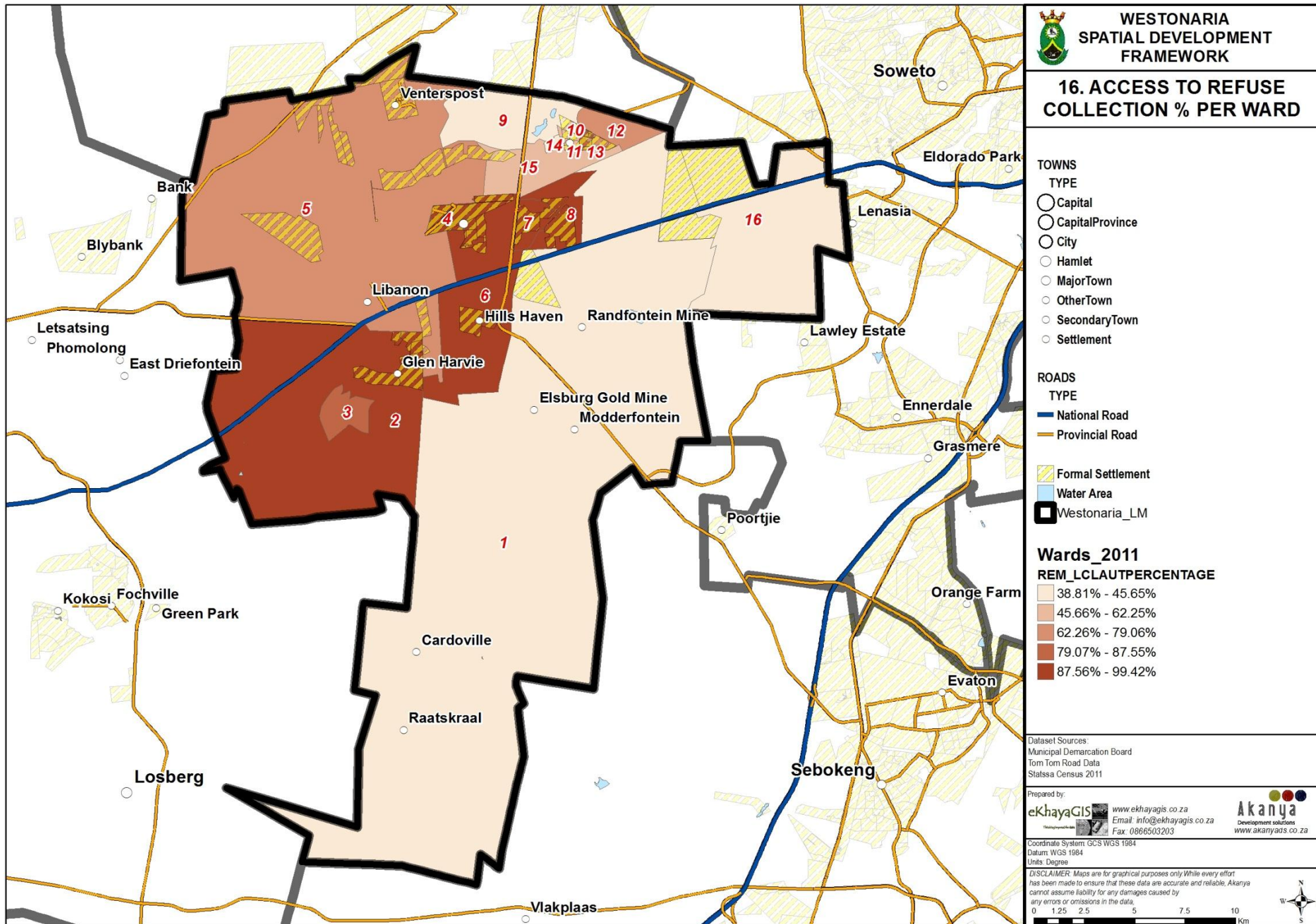
Refuse Removal Standard	% of Households	Number of Households
Removed by local authority/private company at least once a week	69.9%	27828
Removed by local authority/private company less often	3.7%	1461
Communal refuse dump	7.7%	3046
Own refuse dump	16.7%	6663
No rubbish disposal	2.0%	790
<i>Source: StatsSA 2011</i>		

Table 23: Refuse Removal

According to the IDP, for the next financial year (2013/14) the WLM will be introducing a community based contract model under the auspices of TEDCOR, for a period of three years. It is also stated that a budget for procurement of communal skips has been submitted, which will contribute to the municipality's ability to extend its refuse removal services to the 790 households not receiving refuse disposal services in line with the 2014 Turnaround Strategy.³²

Access to refuse removal per ward is indicated on **Map 16: Access to Refuse Collection**. The highest backlogs are in Wards 1, 9 and 16 (rural areas and parts of Bekkersdal).

³² Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14 (p21; 43)



4.3.7 Energy

The majority of households in the WLM use electricity for cooking, lighting and heating.

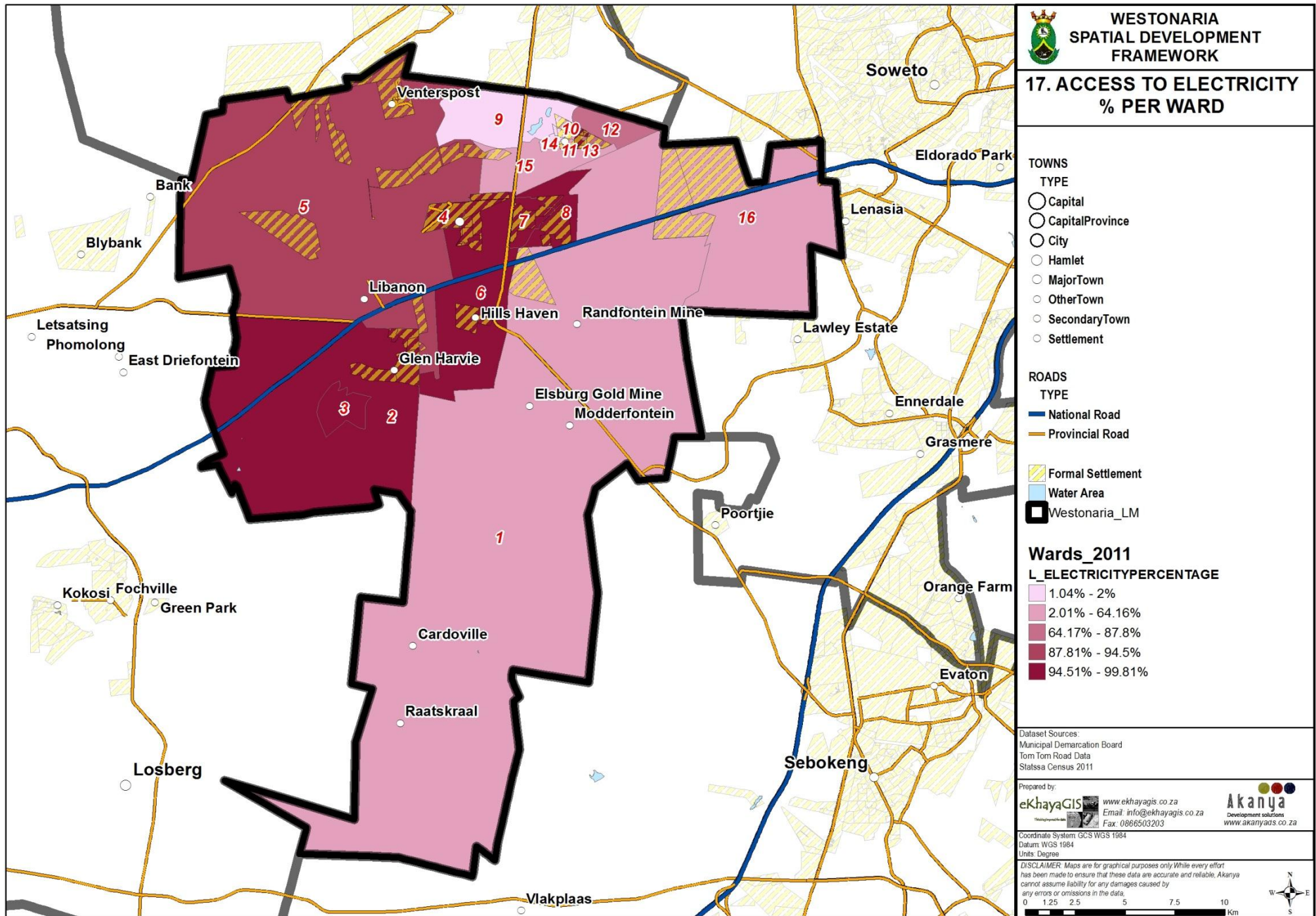
	Electricity as Energy Source			Total HH WLM
	Cooking	Lighting	Heating	
Number of Households	25405	25770	24486	40102
% of All Households in WLM	63%	64%	61%	
	Paraffin as Energy Source			
	Cooking	Lighting	Heating	
Number of Households	13141	6436	5440	
% of All Households in WLM	33%	16%	14%	

Table 24: Energy Sources

According to IDP backlog figures, there are 15 754 households that are not electrified due to them being located on private property, unproclaimed land or in the Eskom supply area. Of these, 99% are earmarked to be re-located to formal houses.³³

The access to electricity per ward is indicated on **Map 17: Access to Electricity**. The biggest backlogs remain in rural areas and parts of Bekkersdal.

³³ Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14 (p21; 43)



4.3.8 Built Environment Considerations for Spatial Planning

Westonaria town is the dominant node in the area. Other settlement types include:

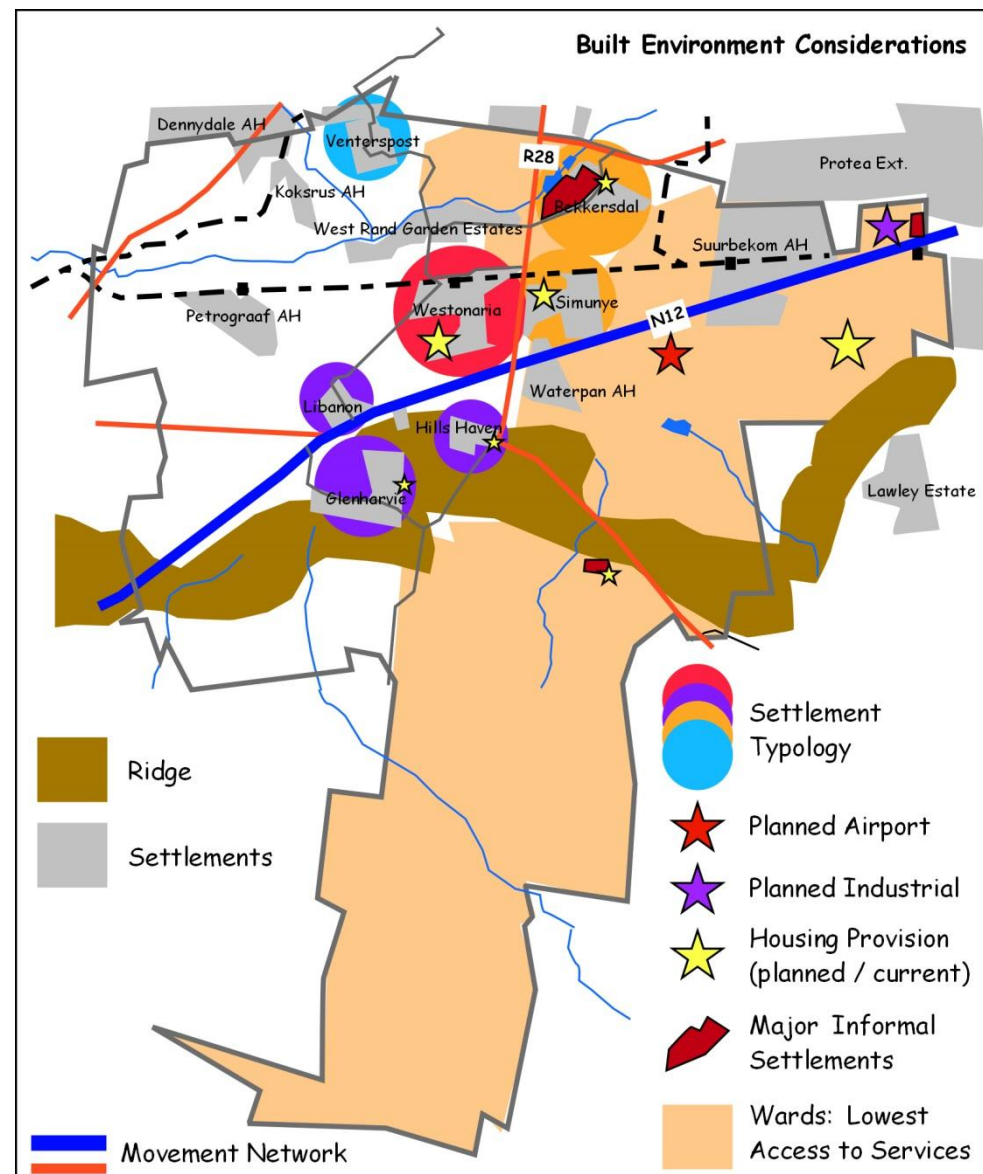
- Marginalised townships
- Mining settlements
- Isolated rural settlement

There are also a number of Agricultural Holding areas in the WLM.

Levels of service provision are fairly high in all areas of the WLM. However, the wards around Bekkersdal and the southern, rural ward in general have a lower percentage of households with access to services.

The N12 and R28 are the main regional movement routes.

Figure 16: Built Environment Considerations

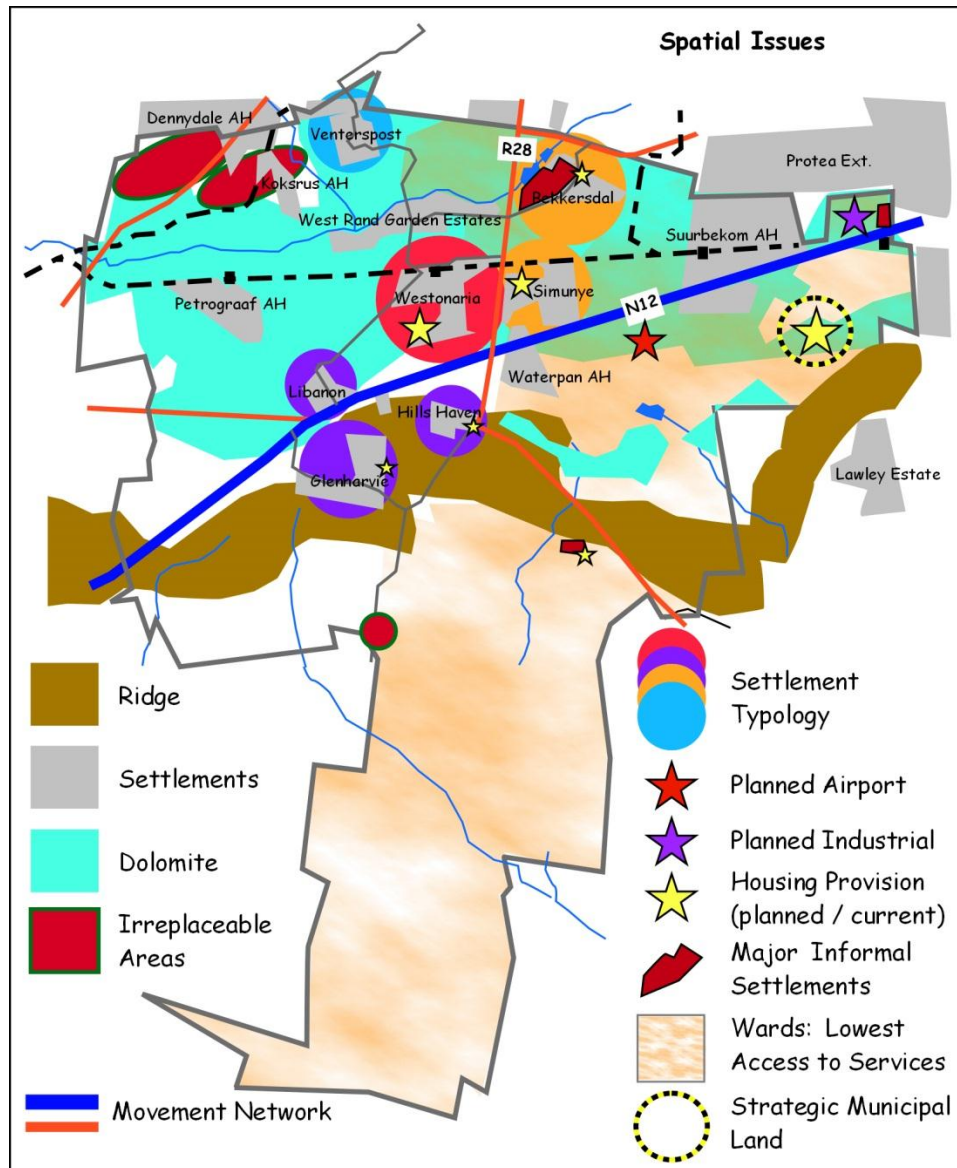


5 SPATIAL PERSPECTIVE: KEY SPATIAL ISSUES

5.1 SWOT Analysis: Key Issues

Achieve (Opportunities) <ul style="list-style-type: none">✓ Diversification of economic base by introducing opportunities for industrial and other development (e.g. adjoining Farm Syferfontein housing development, regional airport).✓ Agricultural potential in close proximity to markets.✓ Links between eastern side of WLM and developments in City of Joburg municipal area.	Avoid (Threats) <ul style="list-style-type: none">✗ Severe impediments placed on development by dolomitic conditions.✗ Limited space of residential or industrial expansion
Preserve (Strengths) <ul style="list-style-type: none">✓ Established node (Westonaria) with good quality residential stock and vibrant CBD.✓ Mining sector still thriving (and should continue over medium term) – optimise positive contribution to area.✓ Good regional locality – accessibility in terms of N12 and R28; rail connectivity.	Remove (Weaknesses) <ul style="list-style-type: none">✗ Residential settlements in unsuitable areas (e.g. informal sections of Bekkersdal).✗ Economic decline in almost all sectors.✗ Lack of formal protection of environmental resources, e.g. ridges, rivers and wetlands, as well as areas where red data species occur.✗ Currently heavily reliant on mining sector along.

5.2 Spatial Synthesis and Potential



6 DOCUMENTS CONSULTED

- Comprehensive Rural Development Programme, 2009
- Comprehensive Plan for the Development of Sustainable Human Settlements (“Breaking new Ground” / BNG), 2004.
- Department of Rural Development and Land Reform. 2011. Draft Guidelines for the Formulation of Spatial Development Frameworks (Draft 8; August 2011).
- Department of Water Affairs (formerly and Forestry) Best Practice Guidelines (2006)
- Gauteng Department of Agriculture and Rural Development GAUTENG CONSERVATION PLAN VERSION 3, 2011
- Gauteng Department of Agriculture and Rural Development. 2008 The Gauteng Agricultural Plan. Land Capability, Production Status, Ownership, Land Settlement, Minimum Farm Sizes and Agricultural Sustainability
- Gauteng Department of Economic Development. 2009. Gauteng Employment Growth and Development Strategy (2009-2014)
- Gauteng Spatial Development Framework (GSDF) 2011
- Green Paper On Land Reform, 2011
- Municipal Systems Act (MSA) of 2000
- National Development Plan, Vision 2030
- Medium Term Strategic Framework, 2009-2014
- Merafong City Local Municipality. 2012. Merafong City Growth and Development Strategy 2012-13.
- New Growth Path, 2009
- National Waste Management Strategy (draft, November 2011):
- Neighbourhood Partnership Development Grant (NPDG) (2007)
- National Biodiversity Framework (NBF) (2008), published in terms of the National Environmental Management: Biodiversity Act (Act 10 of 2004)
- Spatial Planning and Land Use Management Bill, 2012 (B14B—2012)
- WRDM Regional SDF (2010)
- WRDM 2011 WLM State of the Environment Report
- Westonaria LM. 2013. Westonaria Integrated Development Plan 2013-14
- West Rand District Municipality. 2012. Regional Economic Development Plan
- West Rand District Municipality. 2011. Regional Economic Development Plan



ANNEXURE 20:

WESTONARIA LOCAL MUNICIPALITY COMMUNICATION STRATEGY

Table of Contents

1. Introduction
2. Background
3. Communications Challenges
4. Communications Objectives
5. Communications Programmes and Activities
6. Channels and Medium of Communication
7. Composition of the structure of Communication component
8. Conclusion

1. Introduction

In South Africa, local government operates as an autonomous sphere of government and within a highly defined and complex legal environment. As such, communication services at municipalities need to operate within a policy framework which is developed in accordance with the prevailing local government legislation, but considering precedents set by prevailing norm and standards guiding the system of government communication generally.

Political leadership and oversight of the communication function locally is a critical success factor in ensuring healthy communication within communities. It is only when communication functions are properly reported on, accounted for, monitored and evaluated, that municipal communicators are able to effectively support the implementation of a municipality's program of action as contained in the legislative framework and the Integrated Development Program (IDP). As such, a municipality must have a dedicated communication capacity which puts in place an intentional and planned communication program

Institutional arrangement and intergovernmental systems also need to be in place to ensure co-ordination of an integrated and coherent system of government communication from the national to the provincial sphere, so as to ensure that communication messages and information reaches all government spheres as well as effective interface of communicators from all spheres. Therefore, the municipal communication program needs to be adequately co-coordinated and synergized with the provincial and national programmes.

2. Background

Westonaria Local Municipality (WLM) is a public organization established based on Chapter 7 of the Constitution which deals with local government.

Municipality as the coalface between the government and people has a mammoth task of ensuring that its constituency is always well informed about government programmes, projects, processes and developments. The purpose of the strategy is to assist the municipality to communicate externally. The strategy also enables the Municipality to comply with the Access Information Act (Act 32 of 1996), which ensures that everyone has the right to access information held by the state. This document being a three or five year communication strategy will be updated annually for proper alignment with each year's government message and the National Communication Strategy compiled by GCIS.

This communication shall be planned in such a way that it becomes an observable pattern of interaction amongst audience. It is very important for council to consider the following when compiling a communication strategy.

Environmental Analysis

- ❖ Political situation

Unstable political situation due to service delivery protests, the mushrooming of other political organizations and power struggle and political infightings. Opposition parties always capitalize on the loop holes done by the ruling party.

- ❖ Pressure Groups

There are temporary pressure groups who on more occasions use service delivery demands to advance their interests etc

- ❖ Active Interests groups

There are also permanent groups

Core strategic stakeholders

- ❖ Communities, Business, NGO's and Faith Based Organizations

- ❖ Elections 2014 (change of leadership)

In any political transformation there will be increased expectations and responsibilities.

- ❖ Power struggle and political infightings

The region has been embodied by conflicts and uncertainties among members of a certain political party.

- ❖ Different interests within council

Power struggle, non- declaration of business, disagreements in meetings, favoritism and tribalism

3. Communication Challenges

The WRDM is entering a new phase in its history as a result of relatively new leadership changes, landmark new initiatives to be launched and rolled out such as the amalgamation of municipalities beyond 2016 and Green IQ, together with an increasingly challenging economic environment and pressures to deliver on key goals and targets.

As a result, a number of key business challenges need to be supported by a robust and effective communications and stakeholder engagement strategic approach. These challenges relate to providing more effective communications support for the business strategy, better brand positioning for the organization, more effective leadership positioning in the organization and the public domain, reputational management for the organization and its leaders, and more innovative means of achieving the overall corporate vision through proactive engagement with all stakeholder groups.

Currently, there is a better visibility of the WRDM brand in the media and no real differentiation maximized in the marketplace amongst other similar organizations and service providers working to contribute towards the achievement of regional and national government goals.

In addition, there is very little leadership positioning in the media for the Executive Mayor and other members of the leadership team, particularly around national and regional issues of importance where thought leadership opportunities could be maximized. Such low visibility can inevitably lead to a negative perception of, or disinterest in, the organization, both externally and internally amongst key stakeholder groups.

In addition, current communications delivery, channels and platforms in terms of their support for both the leadership team and the business strategy need to be improved and updated if they are to deliver on key objectives and goals going forward. The use of digital communication needs to be improved to maximise engagement opportunities with key stakeholder groups, particularly young people, the media and business. Existing communications channels such as the website and publications also need to be updated to reflect current communication trends and business needs.

This integrated communications and stakeholder engagement strategy provides a framework to support the roll-out of the Integrated Development Plan 2012 to 2016, which has been developed by the WRDM. It includes practical solutions to addressing the following specific challenges from a communications and stakeholder engagement perspective:

- The need to develop an effective mechanism for strategic positioning of the organization's Executive Mayor and leadership team as genuine "thought leaders" and drivers of organizational change
- The need to implement a new approach to differentiate the WRDM in a congested marketplace as a high quality, innovative and best practice organization capable of achieving its vision, mission and goals
- The need to develop a new strategic approach to position the WRDM as a best practice organization in terms of its approach to service delivery
- The need to raise awareness around the organization's successes, achievements, fulfillment of goals and contribution to the regional economic development through support for local business enterprise, entrepreneurship and the creation of sustainable, new jobs
- The need to develop an effective partnership approach to relationships with key stakeholders, influencers and opinion formers to ensure continuing reputation building and positioning for WRDM
- The need to develop an operational framework for the delivery of consistent and high quality brand and communications positioning for the WRDM in the minds and eyes of key stakeholders
- The need to support major new initiatives such as Vision 2016 through effective stakeholder engagement and awareness raising
- The need to contribute towards the effective roll-out of important strategic initiatives such as Green IQ and to differentiate the organization through strategic positioning and messaging around such projects
- The need to develop a best practice communications and stakeholder engagement function at WRDM to ensure consistent messaging and service delivery

- The need to create a highly efficient and innovative Strategic Communications team for WRDM through highly focused training and development programmes for internal practitioners
- The need to build and maximize strategic business relationships with the media to support WRDM's stakeholder engagement activities
- The need to improve employee engagement through a new strategic approach to internal communications
- The need to improve monitoring and evaluation of all communications activity through a new strategic approach and with new monitoring tools and techniques

The need to improve the reporting process for all communications and stakeholder engagement activity to assist in future strategic planning for the organization

Economic Analysis

- Very high unemployment
- Limited economic activity
- Very high employment turnover
- Lack of implementation of LED Strategy
- Inability to take advantage of available Economic opportunities
- declining key economic sectors; Agriculture and mining
- Low revenue in Municipal rates and taxes
- Efforts to diversify the economy are very slow

Social Analysis

- Low literacy levels
- Skills and education
- High in migration level (high demand on limited resource and municipal services)
- Informal settlement

- High demand on housing
- Teenage pregnancy and alcohol abuse
- High rate of indigence
- High levels of expectations versus political commitments
- Land shortages (dolomite)
- Privately owned land (high pricing)
- Vulnerable to community protests

Social ills

- Abuse of children and women in poverty stricken areas

Technology

- High level of mobile technology
- Access to social media and other forms of technology
- Availability of technological infrastructure to be able to engage society on any issue

Legal

- We have regulations
- Specific Acts from the Constitution relating to Municipal operations
- Policies

Environmental Analysis

- Green economy
- Water pollution due to mining
- Mine dumps/water seepage
- Illegal dumping
- Dolomite
- Chronic illnesses caused by environment

Program of Action

- Basic service delivery
- Infrastructure development
- Local economic development and job creation
- Built up towards the merger of Randfontein and Westonaria LM's
- Appointed task team working towards merging two municipalities by 2016
- Supporting indigent families and encouraging those who can pay to pay for services(Citizens responsibility)
- Financial viability; generation of revenues
- Championing a concept of government of the people (good governance, transparency and accountability)
- Proper development of IDP's / wards based planning (realistic)
- Public and Ward Committee Participation

Target Audiences

- Rate payers
- New comers
- Indigent
- Youth
- Vulnerable groups (women, children and people with disabilities)
- Organized community groups (Faith based, NGO's, Interest groups, farmers)
- Local business
- Community leadership

Current perceptions

- Fraud and corruption
- Nepotism
- Cadre deployment
- Mismanagement of funds
- Lack of qualifications
- Tribalism
- Government is not listening to the people
- Government not making changes in the people's lives

Reality

- Service delivery is taking place in the district
- Few challenges to be resolved include sewage in Bekkersdal, faulty meters, incorrect billing,

Expectations

- Basic services and Housing
- Act against corruption
- Maintenance of infrastructure
- Job creations

4. Communication Objectives

The primary objective of the external communication strategy of WLM is to ensure that all Westonaria communities have an unrestricted and timely access to accurate information. The strategy acts as a guideline for raising awareness about the municipality's plans, programmes and achievements and encourages understanding of WLM's roles and programmes, on all communities and sector groups. The strategy serves as a framework the municipality will employ to meet the following:

- To meet information needs of all stakeholders (communities, sector groups , investors etc)
- To create awareness of WLM roles and programmes
- To create a communication platform between the municipality and it's communities
- To create, raise awareness and manage WLM's Corporate Identity
- To raise awareness about the Mayoral projects, Westonaria events and other adhoc projects
- To support Public Participation (IDP,Community projects etc.)
- To inform WLM's employees about the strategic direction of the Town

Strategic Objectives

1. Enable the municipality to communicate effectively and efficiently both internally and externally.
2. Develop coherent and coordinated messages that are understood by the municipal constituency.
3. Improve the municipality's capacity to market itself, its services and build a positive image.
4. Ensure that there is a genuine two way communication between the municipality and the public.

5. Help municipality to respond adequately and appropriately to prevailing conditions within its environment.
6. Ensure that the right communication methods and media are employed to deliver messages to the target audience.

It must further do the following:

- Highlight the significance of communicating government programmes, to communities, in and around Westonaria and to other spheres of government (district, province, and national).
- Create communication mechanisms, processes and procedures and avail them to the targeted audience.
- Encourage and facilitate community participation by opening communication channels between the community and the municipality, to fulfil the obligation to deepen democracy by ensuring that people have access to information (e.g. equipped and accessible resource centre(s), suggestions boxes, public emails and social media).
- Ensure and encourage appropriate conditions for internal stakeholders to participate in the affairs of the municipality.
- Seek ways to address communication needs of the municipality and of the community.
- Co-ordinate government programmes through existing intergovernmental forums (Internal Communication Forum, District Communication Forum and Provincial Communicators Lekgotla).
- Maintain positive public perception of municipal services thereby building public confidence on municipal programmes.

Principles Underpinning the Strategy

- Trust and Commitment
- Interaction
- Participation and involvement
- Long-term relationships
- Empowerment

Communication is need driven

Communication cannot take place unless there is a need to communicate. In the municipal context, the need may arise because of the number of factors. It is imperative for the municipality/communicator to understand the need for that particular communication

Action, program or campaign.

The following are the examples of needs that the strategy will take into consideration,

- To address queries from the public or media.
- To correct media statements.
- To invite people to a meeting, hearing, functions.
- To convey specific message.
- To inform.
- To assess public feeling by prodding reaction.

While needs listed above may not be exhaustive, it is evident that the municipality need to understand precisely what the need for communication is. This would assist the municipality to craft the message in such a way that it has a desired effect.

The Legislative Framework

The formulation of the strategy is informed by the following legislation

- Local Government Municipal System Act, 32 of 2000
- Local Government Municipal Structures Act 117 of 1998
- Promotion of Access to Information Act, 3 of 2000
- Municipal Finance Management Act, 56 of 2003
- Intergovernmental Relations Framework Act, 2005
- Media Development and Diversity Act, 14 of 2002

Section 32 of the Constitution

Everyone has the right to access to:

1. Any information held by the state
2. Any information held by another person and the information is required to exercise protection of the rights of the other person.

Communication Strength of West Rand Municipalities

- Communication strength of the municipality requires the establishment of the communication component within the municipal structure to deal and handle any matters relating to communication branding, image and customer service.
- Construction of internal communication forum
- Communication institutional arrangements require that: communication and marketing should be a unit on its own. It plays a supportive role to all the departments.
- External communication
- Media and stakeholder relations

5. Communication Programmes

- Employees (internal communication)
 - Internal newsletters
 - Intranet
 - Website
 - Notice boards
 - Poster campaigns
 - Staff meetings
 - Team building
- Leadership Communication Programmes
 - Mayoral roadshows
 - Employee forums
 - Roundtables
 - Stakeholder engagement
 - Leadership media profiling (Print, radio, television, video, magazines)
- Media relations
 - Media briefings or Press conferences per quarter
 - Relationship building in the media (Media networking sessions) once a year
 - Media site visits
 - Project launches and handovers
 - Sod turning events
 - Media interviews once in a month both print and electronic
 - Press releases when necessary

- Opinion articles per quarter
- Stakeholder engagement
 - Izimbizo and meet the people campaigns
 - Effective functioning of ward committees
 - Stakeholder meetings
 - Summits
 - Seminars
 - Dialogues
 - Breakfast meetings
 - Workshops
 - Round tables
- Issue and crisis management
 - Workshops
 - Issue registers
 - Scenario plans (risk management)
 - Rapid response plans
 - Dolomite
 - Water pollution due to mine dumps
 - Crisis management communication plan

Key Communication Campaigns

Service delivery campaign

- Infrastructure development and Local economic development and job creation campaign
- Proactive communication of how nonpayment is affecting service delivery (using community radio, public speaking opportunities and local newspapers) Campaign to encourage communities to pay service and use Ekurhuleni case study
- How the newcomers are putting pressure on the limited resources of the municipality
- Proactive Anti- corruption communications (use hotline on communication material, communicate all cases of corruption, communicate corruption arrests, mayor's speeches on corruption, etc.)

Anti-corruption

- Proactive Anti- corruption communications (use hotline on communication material, communicate all cases of corruption, communicate corruption arrests, mayor's speeches on corruption, etc.)
- Job creations (Economic development- local and district)
- Profile new economic opportunities (Merafong Flora and Westonaria plastic recycling)
- Profile new job opportunities
- Profile Public private partnership
- Profile Green IQ
- Profiling new industries that are emerging in the municipalities (i.e. agriculture, mining)
-

Communication in the context of the West Rand District Municipality

Communication strategy shall be viewed as:

- A fundamental organizing process
- As the basis for visionary and strategic leadership within the municipality
- As an integral part of a sound decision-making within the council and the municipality in general.
- Acknowledges diversity as part of the municipality.
- Improve effectiveness of the municipality
- Establish a culture of information sharing and dissemination within Westonaria Local Municipality.
- Put in place effective communication monitoring and reviewing tools

Key deliverables

Regular scheduled meetings

Quarterly news letter

Internal newsletter

Key events and millstones

Mayoral Imbizos
Public Participation

Mechanisms

Workshops
Focus group Sessions
Emails, websites and intranet
Face book, Twitter and Social media.

Audience Identification and Analysis

Audience	communication needs	preferred Media	
Affluent community-Business	Service delivery	Print media- Audio media	
Poor communities-Sole traders.	Service delivery	Audio and print media	
Middle class-Entrepreneur	Service delivery	Print and audio media	

Communication Activities

- Mayoral Imbizos
- IDP Campaigns
- HIV/AIDS Campaigns
- Indigent registration and pay for your services campaign
- Municipal budget campaigns.
- Infrastructural projects visits
- Safety and Security awareness campaign.
- Blue Drop Awards
- Projects.

The role of communication in public participation

- Communication plays a major role in public participation techniques. It acts as a scientific support to public participation; provide technical advice to public participation campaigns.
- Communication should popularize public participation programmes to promote transparency and the right to information.

Possible key audience segments may include

- Politicians
- Government officials-local
- Business community
- Civil society
- Religious groups
- Other community groups
- Labour organization

5. Channels and Medium of Communication

- Conventional Mass Media- radio, television, print and social media.
- Unconventional Media- Group Communication.

6. Composition of the structure of Communication Component

Executive Mayor

Head of Communications

MMC's

Municipal Manager

Spokesperson

7. Conclusion

Municipal communicators should be allowed to sit in the executive committee and strategic management meetings of the municipality, to be able to appreciate policy and be in the position to articulate it.

The West Rand Municipality and its sister municipalities will establish and resuscitate its internal communication forum to co-ordinate communication activities within the municipalities

Frequent communications strategy meetings should be held headed by heads of communication and mayors' spokesperson to provide communication guidance.

All the West Rand Municipal Communicators and Heads of Communications will participate in the District and Provincial Communication Forums and Makgotla.

The Head of Communication and Spokesperson will participate in various strategic committees within the municipality, so that it can appreciate the work of such committee and have direct information.

Compiled by: Westonaria Municipal Communicators